





## EUROPEAN NEWS

The EBRD is launched but what its business will be is something of a mystery

## Reconstruction bank takes off into a fog

By Stephen Fidler, Euromarkets Correspondent



helping the economic and political regeneration of eastern Europe, is now officially open for business.

But quite what will be its business is still something of a mystery even after the three-day inaugural meeting which ended in London yesterday. The issue may be clarified later this week once the bank's board of directors - charged with the hands-on running of the bank - ends the meeting it is due to start today. It will begin the task of establishing the bank's operating and lending criteria.

The picture will become even clearer when the position of vice-president in charge of the bank's all-important merchant banking division has been filled. Without this indi-

vidual (who must be American) in place, the shape of the division responsible for 60 per cent of the bank's activities will not be apparent.

Despite this, the bank has aroused strong feelings for such a youthful institution and many appear already to have written it off.

Hostility was initially stirred by what appeared to outsiders to be an Anglo-French conspiracy which gave the bank a French president and settled it in London.

Many question whether its president, Mr Jacques Attali, is the man for the job. A man of ideas and an attractive figure to some, but regarded by others as arrogant, he is emphatically not a banker, and freely admits it. He says he can hire bankers - although the senior people so far hired are overwhelmingly from the public sector in west and east Europe.

Mr Attali's high-flown vision of the bank seems in conflict with the more prosaic view of its role outlined by some of its 41 shareholders - 39 governments together with the Euro-

pean Community and the European Investment Bank.

Mr Attali and his mentor, President François Mitterrand, speak of the bank as the first pan-European organisation: the seed corn of a greater Europe stretching from Dublin to Moscow. The US and others would prefer it to concentrate on a narrower role of encouraging the development of the market economy and bolstering democracies in the region.

Mr Attali yesterday denied any conflict of views about the institution. He said its role was defined by the articles of association, of which he was the chief architect. There was, he neglected to say, a battle-royal last year over these articles as shareholders, led by the US, implored on the bank their desire not to let Mr Attali have a free hand.

These negotiations gave the shareholders, as represented by the board of directors, a strong role in the day-to-day running of the bank. They also resulted in the bank having a 60-40 split between lending to the private and the public sec-

tor sectors. More precisely, the bank must devote 60 per cent of its resources in the early years to the commercial sector - that is, private businesses and those still in the state sector but are being privatised. Forty per cent will be devoted to infrastructure.

Both decisions, taken against Mr Attali's wishes, give rise themselves to potential difficulties. An active board means a large part of the running costs of the bank will be devoted to keeping the 23-strong board - larger than the World Bank's - in permanent place in London. In addition, the strictures of the bank will limit its infrastructure lending, the area in which, according to some observers, eastern Europe's needs are greatest.

The bank is also the one multilateral organisation to be able to lend to the Soviet Union - although in a strictly limited fashion to start with. But the political and economic disintegration of the Soviet state makes this seem like a less attractive prospect than it did even a year ago.

## Parliamentary setbacks put Rocard in doubt

By Ian Davidson in Paris

FRANCE'S minority Socialist government has withdrawn one draft bill from parliamentary consideration and delayed another in the past 24 hours because it was unable to put together a majority.

This double retreat has spurred fresh speculation that Prime Minister Michel Rocard could be in danger of being dropped by President François Mitterrand.

Speculation has surfaced repeatedly since Mr Rocard was first appointed three years ago. He and the president are known to have an uneasy personal relationship, and Mr Mitterrand is widely believed to be alert to any opportunity of dumping him.

Until now, however, Mr Rocard has successfully guided his government through the difficulties of assembling shifting majorities in parliament, and he continues to enjoy high popularity in opinion polls.

The government's reluctance to press ahead with the two bills may suggest that its political fortunes are taking a turn for the worse, however. The bill withdrawn from par-

liamentary consideration was a plan to reform voting rules in regional elections next year. The purpose was blatant gerrymandering, being designed to disadvantage the conservative opposition parties.

The voting method being proposed would have embarrased the moderate conservatives by confronting them with an uncomfortable choice between an open alliance with the extreme right-wing National Front and an open rejection of such an alliance.

The irony is that the bill could probably have found a majority, if it had not been for some fine print required by Mr Mitterrand against Mr Rocard's wishes.

The second bill, which has been postponed, would have reformed the savings banks and turned them into a large-scale retail banking network.

The government has retreated there because the opposition was using the bill as an opportunity to mount an attack against the associated, state-owned Caisse des Dépôts et Consignations (CDC).

## Software directive approved by MEPs

EC LEGISLATION to end piracy of computer software leapt its final hurdle last night in the European Parliament, writes Andrew Hill.

The European Commission feared MEPs would amend the heavily-lobbed measure, upsetting the compromise agreed by ministers four months ago. But the amendments failed to muster the necessary votes, despite the backing of the Socialists, the largest political grouping.

The proposed directive will extend copyright laws to computer software, but allow a limited amount of "reverse engineering" - the unpeeling of programs to create software compatible with the large computer companies' most popular products.

The unamended directive will now be put before the next meeting of internal ministers in May for formal adoption.

## Brussels pressure to vet more mergers

The European Commission would have vetted more than twice the number of industrial alliances it has so far done if EC rules were less restrictive, according to the head of its merger inquiry unit, Reuter reports from Brussels.

Mr Colin Overbury said the sales thresholds which merging companies had to pass before falling within the Commission's remit were far too high. Alliances with significant impact on the EC were slipping through unchecked as a result. Under merger control law the Commission can only vet a takeover or merger if the companies' aggregate worldwide turnover tops Ecu5bn (£3.44bn) and each of the companies generates at least Ecu250m within the Community.

Mr Overbury said practice was putting that the thresholds in the merger rules would have to be more than halved to allow the Commission to safeguard fair competition in EC industry.

## Commission seeks garbage harmony

More money and greater care will have to be spent on the 2.2bn tonnes of garbage put into landfill dumps around the EC each year under a plan unveiled by the Commission yesterday, writes David Buchanan in Brussels.

The plan would harmonise environmental and technical standards for landfills, encourage the raising of disposal charges to cover the full costs of creating proper dumps and eventually re-landscaping them, and require each member state to set up a special fund to cover the costs of fighting pollution from landfills.

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## E German protests running out of steam

By Leslie Collett in Berlin and David Goodhart in Bonn

DEMONSTRATIONS against unemployment in east Germany appear to be giving way to apathy and resignation. Only 35,000 people turned up for a rally in Berlin yesterday compared with the 100,000 expected by the organisers.

On Monday night only about 5,000 people demonstrated in Leipzig, where weekly rallies earlier this year attracted tens of thousands protesting against the collapse of industry.

East Germans are expressing increasing scepticism about whether they can change the economic situation by demonstrating, an attitude bred by 40 years of enforced passivity under the Communists.

Addressing yesterday's demonstration, Mr Franz Steinbrücker, head of the IG Metall union, hit back at conservative politicians who had accused him of creating a climate of confrontation which enabled terrorists to assassinate Mr Detlev Rohwedder, president of the Treuhand privatisation agency, on April 1. His critics have also condemned him for organising the weekly protest demonstrations in Leipzig against unemployment.

Mr Steinbrücker said it was "abominable" to use Mr Rohwedder's murder to equate peaceful demonstrations with violence. He demanded an end to "willy-nilly" privatisation by the Treuhand which he said was demotivating workers.

IG Metall is hoping to win an extension of the one-year no-sackings agreement it negotiated last year for the east German metal industry. The agreement runs out on July 1 but the union is to hold talks with employers on April 26. Many employers have been waiting for it to run out before announcing big redundancies.

## Bonn spy charge

A Bonn defence ministry official has been arrested on suspicion of spying for the former East German Communist government for more than two decades, the federal prosecutor's office said yesterday. Reuter reports from Karlsruhe.

It said that the 57-year-old man, identified only as Mr Wolf-Heinrich P., was considered to be one of the most important Communist spies working in the military area.



Romanian workers hang flags on a street lamp yesterday as part of attempts to spruce up dilapidated Bucharest in honour of President François Mitterrand who today pays the first visit by a foreign leader since the December 1989 revolution.

## UK group breaks new ground in Moscow

By Leyla Bouillon in Moscow

BRITAIN'S Carroll Group yesterday became the first western company to obtain a long-term lease on Soviet land when it finalised an agreement to build a £150m trade centre in Moscow.

It has created a joint venture with Moscow city council's Association of Hotels for the project. The British-Soviet Trade Centre is due to open on a 5-acre site in 1994.

The 98-year lease is the closest thing to foreign land ownership allowed under new legislation in the Russian Federation, the country's largest republic, which has tried to press ahead with radical economic reform. But the legislation has stopped short of allowing outright ownership by foreigners, partly because of fears that it would allow them to swallow up land at bargain prices.

The centre will include 20,000 square metres of office accommodation as well as 500 hotel rooms. To facilitate approval of the deal, Carroll has also agreed to build a kindergarten for the local district, as well as homes for 150 families.

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## Narrowing road for Ireland's travelling people

By Kieran Cooke in Dublin

IRELAND'S travelling people do not appear in the tourist brochures. But their caravans are parked on the roadside approaches to most of the country's cities and towns. Children play among bits of scrap metal and rubbish.

The travellers - also referred to as "itinerants" or more commonly "tinkers" - are Ireland's nomads. They are on the bottom rung of Irish society.

An investigation by a government sponsored body in 1986 described the living conditions of travellers as intolerable. Half had no access to piped

commonly held view of Ireland as a mono-cultural country, where racism does not exist - simply because, apart from the Irish themselves, there are no races.

There are about 21,000 travellers in Ireland - half of one per cent of the population. While much of their history is either lost or is as yet unsearched, there are written references to them in the 12th century. The travellers' language, called *cant* or *gammun*, is an Irish yiddish, utilising old Gaelic words, English and words which seem to have roots in various other European languages.

Travellers have tended to marry other travellers. There is a deep sense of clanishness and even today marriages between travellers and "settled people" are rare.

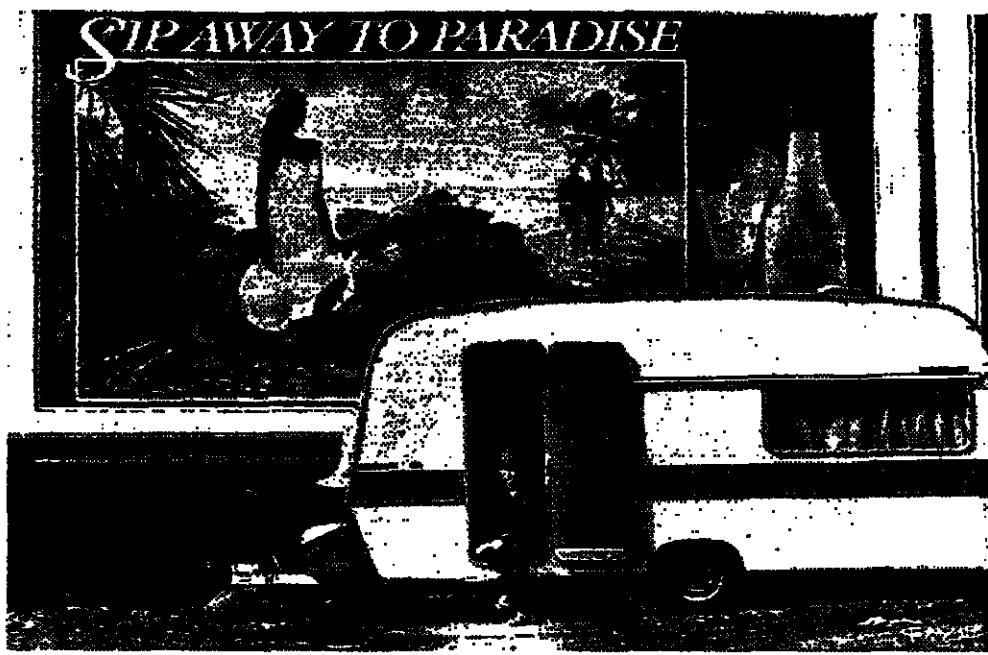
Until recently travellers would roam the roads of Ireland, practising various trades along the way. They would also cross to England and Scotland. The men would make tin pots and pans (hence "tinker") and the women would sell in autumn there would be potato-picking.

Travellers were also renowned as traders, in particular of horses and donkeys. Like nomads in many parts of the world, they have seen their old way of life all but disappear.

Plastic and aluminium ruined the tin-making trade. Increased mechanisation meant fewer farm jobs. Door-to-door selling has become a thing of the past. Most of all, travellers have found it increasingly difficult to find places to park their caravans. Often there have been clashes with local residents.

Mary and Kathleen McDonagh are travellers who run, with government and private help, a laundry service in a traveller's settlement on the outskirts of Dublin. Cousins in one of the more famous traveller families, they have been living in the same area for 17 years. "We were here before any of the houses round here were built," says Mary McDonagh. "Travellers have nowhere to go any more."

Though both women live with their families in government



All right for some, but for others travel - not all of it pleasurable - is a way of life

built houses, they still regard themselves as travellers.

"In summer especially, I'd want to be on the move," says Kathleen McDonagh.

"I'd love to take off again. My children feel the same." She admits times were hard. She had 12 children: only six are still living.

Travellers have begun to protest about the way they are discriminated against. They are not allowed into most public houses and they say that recently insurance companies

have begun refusing them cover for their cars and vans. In Dublin they have to go to a special office to collect welfare payments, unlike others who can make such collections in their neighbourhoods. Some schools insist that travellers attend separate classes.

Mr. Niall Crowley, a social worker who has been involved with travellers for many years, says that there must be an anti-discrimination law in Ireland, as in other EC countries.

"Settled society is destroying the travellers way of life and making it illegal," says Mr. Crowley. "They were once self-sufficient. Now they have no alternative but to exist on government handouts."

There is some evidence that official attitudes are changing.

Mr. Charles Haughey, the Irish prime minister, recently spoke of the "depth and value" of the travellers' culture. The government realises that the travellers are a problem that won't just go away.

## Paris wants speedier EC process

THE FRENCH government, frustrated by the European Community's lack of progress in agreeing minimum rights for workers, wants to waive the EC unanimity requirement and push through new social measures on a majority vote.

Health and safety measures binding on all 12 EC states have already been passed by a qualified majority, in which countries' votes are weighted by their size.

Mr. Jean-Pierre Soisson, French labour minister, is now proposing that the requirement for unanimity be dropped completely for measures covered by the Social Charter adopted under the French presidency of the EC in December 1989.

"Within the framework of the Intergovernmental Conference, France is proposing that the qualified majority rule be extended to all individual and collective workplace relations," Mr. Soisson said at yesterday's cabinet meeting.

The Social Charter covers areas such as sexual equality, fair wages and the rights of workers to information about their company's affairs.

Mr. Soisson insisted that a political initiative was necessary to break the deadlock. "If you just sit back... absolutely nothing will happen," he said.

## Neo-Nazi runs riot on Berlin channel

BERLIN'S state-funded citizens' cable television channel broadcast an uncensored call on Tuesday night for neo-Nazi demonstrations to mark Adolf Hitler's birthday on April 20, Reuter reports from Berlin.

An American named Logan Evans, calling himself the "prophet of the new reality," said in a rambling, hour-long monologue in English and German that the Fourth Reich was coming and demanded that the German army be increased to 2m men.

His call for fascist demonstrations throughout Europe came amid growing concern about neo-Nazi violence by disoriented and unemployed youth in East Germany.

Broadcasting officials said they were powerless to prevent such programmes because German law barred prior censorship but a technician should have pulled the plug once the neo-Nazi content became clear.

Ms Bettina Brandt, spokeswoman for the Berlin Open Channel said that Mr. Evans would be banned from broadcasting again. In six years of citizens' broadcasting, only one programme had been stopped previously, because it was pornographic, she said.

Ms Ingeborg Ludwig, legal adviser to the Cable Communication Authority, which over-

sees cable television in Berlin said, "That sort of thing can always slip through. We have had problems with both left and right-wing extremism."

During the Gulf War, she said, Turks and Arabs had used the Open Channel Berlin to broadcast calls for Holy War and for the "Zionist occupiers" to be thrown into the sea.

"Since we had nobody who understood Turkish or Arabic, we did not initially realise what was going on the air," she said.

The cable station, financed out of TV licence fees, allows any Berlin resident to register and broadcast two videos of up to 90 minutes every eight weeks, subject to waiting lists. Producers are not required to disclose the contents.

The station has a huge potential audience but hardly any viewers. Some 550,000 households are hooked up to the cable network, but so few watch Open Channel Berlin that it does not register in audience surveys.

"To that extent the damage caused by such broadcasts is relatively slight," Ms Ludwig said.

Dresden police said yesterday they were calling in paramilitary border guards to deal with an expected pro-Nazi demonstration on Hitler's birthday next Saturday.

### European Diary



#### Ireland

water, a toilet or electricity. Forty per cent lived by the side of the road on unofficial halting sites under constant fear of eviction. "No humane and decent society, once made aware of such circumstances, could permit them to persist," concluded the report.

Circumstances have changed little. The infant mortality rate of travellers is nearly three times the national average. Life expectancy is far lower.

To most of the population, the travellers are a troublesome group who turn garden suburbs into scrapyards, steal milk from doorsteps, wash off the line. They drink and fight and are not to be trusted. The traditional view, reflected in much official policy, is that travellers should be settled and blend in with the rest of the population.

But travellers are now pressing for better treatment. They want recognition as a separate ethnic group, challenging the

## Italy takes legal action over tanker oil spill

ITALY yesterday began legal action to claim compensation from the owners and insurers of the supertanker Haven which sank off Genoa last Sunday causing widespread pollution. Reuter reports from Rome. The ship was registered in Cyprus, owned by a Liberian-based company, and chartered by a Greek one, said Lloyd's of London.

Some of the clean-up costs are likely to be recovered from the International Oil Pollution

Compensation Fund. Italy could also obtain some \$19m under the Civil Liability Convention of 1969, according to an industry specialist.

Winds yesterday blew some of the oil on to Italian Riviera beaches previously free of pollution. In Rome, Environment Minister Giorgio Napolitano said anti-pollution vessels had collected just under a third of the 145,000 barrels of crude estimated to have leaked into the sea.

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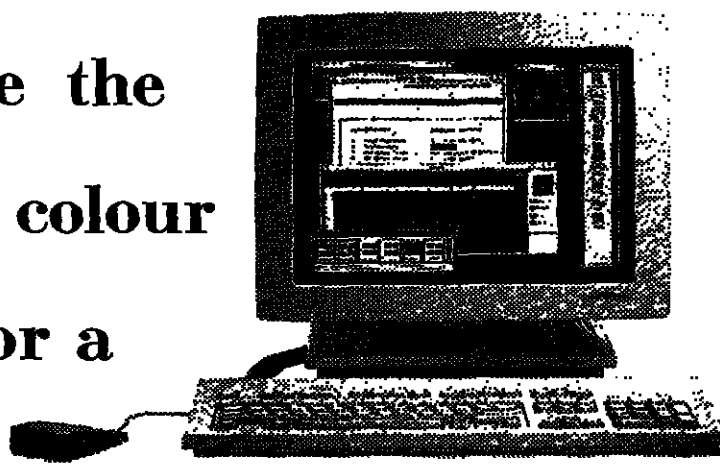
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## INTERNATIONAL NEWS

# Japanese greet Gorbachev with icy politeness

By John Lloyd and Stefan Wagstyl in Tokyo

**P**RESIDENT Mikhail Gorbachev's attempt to open a new relationship with Japan and ease political tensions in the Asia-Pacific region appeared to be on the brink of failure yesterday.

He was politely received in separate magnificent occasions by government, MPs and business leaders - but nowhere has he made the political or personal breakthroughs which had been his hallmark in the West in the late 1980s, and which he hoped to repeat during a four-day visit to Japan.

The issue at the core of the friction between the two countries - the Soviet Union's refusal to return the four Kuril Islands seized from Japan immediately after the war - continues to prevent radical improvements on any level of political, commercial or diplomatic.

Mr Gorbachev and Mr Toshiki Kaifu, the Japanese premier, met twice yesterday, the latter session with only one or two sides each devoted to the dispute in the disputed islands - but without evident agreement. A further session, billed as the final one, is to be held this morning.

All the indications are that Mr Kaifu has urged a series of compromises on the Soviet side - notably, that he return to the Soviet position of 1956, under which two of the four islands were offered and the status of the other two left open. Mr Gorbachev has apparently responded by proposing more talks on the dispute in the future - but with no hint of leaning towards the Japanese position. Most speculation in Tokyo last night pointed to

a communique today which recognised the existence of a territorial dispute, but stated the two countries' different positions.

In a speech to the Japanese Diet yesterday, Mr Gorbachev implicitly recognised the existence of the territorial issue - something the Soviet side has previously refused to do. In a passage added to the official text, he said the outcome of the meetings would be a resolution of the issues the war had left behind - "including the most difficult one of all - that of territorial demarcation". In the same speech, he talked of "past mistakes (which) should be corrected".

But these were symbolic gestures to a Japanese audience - and fell far short of the major steps for which Mr Kaifu has asked, and which Mr Gorbachev would have to deliver for substantial amounts of investment and aid to be released.

The main substance of Mr Gorbachev's Diet address - a wide-ranging plea for a new order in the Pacific, involving a conference of China, India, Japan, the Soviet Union and the US, together with unilateral Soviet military reductions to be followed by multilateral cuts - carried little weight with MPs and was not even put formally to Mr Kaifu by Mr Gorbachev.

A spokesman for the Japanese Foreign Ministry said last night that Mr Gorbachev mentioned only the five-power conference, and otherwise did not raise the security issue. Asked if Mr Kaifu had received the idea without enthusiasm, the spokesman said: "You would not be wrong".

## Business cool to plea for economic co-operation

By Stefan Wagstyl and John Lloyd

**J**APANESE business leaders yesterday reacted coolly to a plea for economic co-operation from Mr Mikhail Gorbachev, the Soviet leader.

Mr Gorbachev, who is visiting Japan for the first time, made an impassioned appeal for help in a speech to an audience of 550 Japanese businessmen.

He listed oil and gas, forestry, fishing, tourism and other fields where he wanted Japanese collaboration. "Let's not lose time," he said. "Don't hold back from taking part in these great projects."

But his audience showed little enthusiasm, reflecting the Japanese view that the long-running territorial dispute between the two countries must be resolved before economic co-operation can begin and that the Soviet economy is in any case too chaotic to absorb much investment.

Mr Gaiichi Hirasawa, the chairman of Keidanren, the main

Japanese employers' federation and host for yesterday's meeting, gave his guest a blunt message. Japanese business would co-operate with the Soviet Union but only on two conditions. "Our two countries must solve their political problems. And since the economic conditions and infrastructure in your country are inadequate, there must be movement towards developing the foundations for an orderly market economy."

Earlier Mr Gorbachev got a similarly cool, though less blunt, response from Mr Toshiki Kaifu, the Japanese prime minister, who also said that Japan would not develop economic relations unless there was progress on dispute over Japan's claim to four islands seized by the Soviet Union in 1945. Mr Gorbachev told his business audience that Mr Kaifu had told him Japan would look at projects on a case-by-case basis.

## Taiwan opposition holds 10,000-strong rally

**A**BOUT 10,000 people marched through central Taipei yesterday shouting slogans and waving banners demanding democratic reform, in a show of strength by Taiwan's main opposition party, Renter reports from Taipei.

"Down with the old thieves!" protesters screamed, calling for the resignation of elderly deputies of the ruling Nationalist Party, who are holding a National Assembly session to approve the first big constitutional reforms in 40 years.

The Nationalist Party says the constitutional revisions before the assembly will pave the way towards a new era of democracy in Taiwan, which began political liberalisation by ending martial law in 1987.

But the Democratic Progressive Party, which was legalised in 1989 and is heavily outnumbered in parliament, says the Nationalists merely aim to protect their power by including undemocratic revisions, including

the retention of emergency powers by the president.

After marching about two miles through shuttered streets, the demonstrators confronted barbed-wire barricades and hundreds of riot police blocking the way to the square in which opposition leaders planned to make speeches.

But three hours into the demonstration, the mood remained peaceful and there was no sign of the widespread rioting that many of the island's 20m people had feared.

Authorities, declaring the protest illegal, threw a cordon of thousands of policemen around several blocks in the city centre. On Tuesday evening, President Lee Teng-hui made a rare speech to the nation to appeal for calm.

In a statement released yesterday, he urged opposition leaders to negotiate with his party and condemned them for "turning their backs on democracy" by holding the protest.

## HK government attacked

By John Elliott in Hong Kong

**H**ONG KONG'S government was yesterday attacked by local legislators for running a secretive administration and for failing to disclose details of its plans to build a HK\$100bn (£1.8bn) international airport, which has become the subject of a diplomatic confrontation with China.

During a long and tense debate on the project in the colony's Legislative Council, the government was accused of being "draconian and irresponsible" and "out of touch with people on the streets".

This marked a significant escalation in domestic tensions of the issue, with the Hong Kong government becoming the butt of public criticism instead of

Peking. The diplomatic confrontation has arisen because China wants to establish a measure of control over the project and over other issues before it regains sovereignty in Hong Kong in 1997.

The initiative was launched by Hong Kong's foreign secretary, during a visit to Peking last weekend. The Hong Kong government is now considering whether to try to reopen talks.

Yesterday's debate was initiated by Mr Martin Lee, leader of the colony's main pro-democracy party, who arrives in London today to urge British politicians to stop Hong Kong government from giving way to China's demands for a measure of control.



An old Kurdish man and a boy yesterday stroll through the tented camp of Silopi. Thousands of refugees have been moved from terrible conditions at Isikveren in the border mountains to Silopi where aid distribution is better

## Safe haven plan brings relief to Turkey but long-term worries over Kurds

By John Murray Brown in Ankara

**T**URKEY'S sense of relief was all too apparent yesterday after the announcement that the US military is to help establish safe havens in northern Iraq for the thousands of refugees camped on the Turkish border.

Although officials emphasise it is only a temporary solution for the Kurds, the plan clearly lets Turkey off the hook.

Turkey has faced growing criticism from the aid community for confining the refugees to border areas inaccessible to normal relief operations - the main reason for this week's US-led helicopter airlift to the estimated 300,000 refugees on Turkey's southern border. Ankara has argued that the nature of the terrain makes it more practical to assist the refugees inside Iraq. As one official explained, the Iraqi lowlands are some 10km from the border areas while Turkey's flat lands suitable for camps are 150km away.

The US was flying reconnaissance missions yesterday while US officials confirmed that experts from the Disaster Assistance Response Teams (Dart) were already inside northern Iraq surveying possible sites. Meanwhile in Diyarbakir, UK and French officials were in talks with the US military.

One diplomat suggested the plan between Habur bridge and the Kurdish town of Zakho might prove the most suitable site.

Yesterday a US military official confidently predicted the refugees could be back inside Iraq within 30 to 40 days.

Mr Murat Sungan, the foreign ministry spokesman, said the plight of refugees could not just be ignored "because there is no consensus in the UN".

Earlier this week, Mr Kurtcebe Alptemecin, the foreign minister, said there would have to be a UN sanction for the plan. However, the ministry said yesterday it was unlikely the Security Council would pass "anything more forceful than 688" - which states that Iraq's repression of the Kurds constitutes a threat

to international peace and security.

Before Tuesday's announcement of the safe havens, Mrs Sadako Ogata, the UN High Commissioner for Refugees, said the aid community had to be "imaginative" while conceding that a US military presence might be necessary to secure the safe haven plan.

For all that, it remains unclear how the US can hand over the operation to the UN without further Security Council resolutions.

Turkey says it will provide logistical support to the refugees returning home, airbases to supply the safe havens and national TV and radio to give information on the best routes back into Iraq.

Turkey says it has no plans for a military role inside Iraq. However, its bases at Incirlik and Batman are likely to be used by US and other allied aircraft to police the skies.

## Iraq urges UN to relax oil ban

By Michael Littlejohns, UN Correspondent in New York

**I**RAQ is asking the UN Security Council to relax the ban on the sale of its oil so that Baghdad may obtain a total of \$42.5m (\$255.5m) to buy food and to meet the devastated nation's "basic humanitarian needs".

UN officials said last night they expect the Council's sanctions committee to meet tomorrow to consider the request. Easing the ban would require the assent of all 15 committee members.

The responses of the United States, Britain and France will be guided by Iraqi action following a decision of the three powers to set up secure camps in northern Iraq in an expanded relief programme for Kurdish refugees fleeing brutal

repression by Iraqi troops.

Mr Abdul Amir al-Anbari, the Iraqi delegate, discussed the situation yesterday with Mr Thomas Pickering, the US representative.

He told reporters later: "We believe there is no need for foreign forces to protect the Kurds because they are really protected by our own people."

Mr Javier Pérez de Cuellar, the UN secretary-general, who discussed the Kurdish crisis in Paris with French officials, again emphasised a need to respect Iraqi sovereignty.

If refugee camps were to be maintained under UN auspices the entire operation must be approved by the Iraqi government and the Security Council, he said.

The western permanent members' attitude towards Baghdad's request to resume oil shipments is expected to be influenced also by how far Iraq goes towards complying with the Security Council's order for the destruction of its chemical, biological and ballistic weapons and nuclear weapon-usable material.

Under the Council's terms for a permanent ceasefire, which Iraq accepted unconditionally last Friday, details of the amounts and locations must be given today to the secretary-general.

The International Atomic Energy Agency in Vienna has to be informed by the same deadline about any nuclear weapons material that Iraq possesses.

An international commission is to be set up to supervise the destruction of all Iraq's most dangerous weapons.

In his letter to the sanctions committee, Mr al-Anbari said the funds sought would cover the country's most critical needs during the next four months.

At present these requirements exceeded the government's resources and those of international humanitarian organisations.

Among purchases for which cash was sought were 140m razor blades, 40,000 tonnes of laundry detergents and 20,000 tonnes of soap.

These forces emerged largely unscathed from the Gulf war, which was fought in southern Iraq and Kuwait. Mr Brent Scowcroft, President Bush's national security adviser, once termed the northern army as "defensive in nature". What Mr Scowcroft and others failed to

## US struggles to shake off Iraq's deadly embrace

Lionel Barber and Alan Friedman review a reluctant policy shift

**P**RESIDENT George Bush's hopes of a quick, clean departure of all US forces from the Gulf lie shattered. By committing between 5,000 and 10,000 troops to northern Iraq to set up refugee camps to shelter, feed and clothe hundreds of thousands of Kurds, Mr Bush has been forced reluctantly into a fundamental shift in US policy.

Until just a few days ago, he hoped to contain relief efforts to the Iraq-Turkey border zones - with all United Nations rather than the US taking charge. Now, under mounting pressure at home and abroad, he has been pressed into a commitment which seems at best open-ended.

The risks of US being lured into renewed clashes with the remnants of President Saddam Hussein's army are obvious. One point in Washington's favour is that Iraqi forces have not been involved in the north of the Gulf since the US imposed its ban last week. Further guarantees from Iraq may have been sought via the United Nations - though this has yet to be confirmed or denied by US officials.

"We are operating on the assumption that they (US forces) will not be attacked with the United Nations in there. I think there would be a serious problem for Saddam Hussein if he took on the entire United Nations," a grim-faced Mr Bush told reporters on Tuesday night.

The obvious caveat is that since the end of the Gulf war, Mr Bush and his advisers have been operating on a number of assumptions which to date have proved false.

In the aftermath of a famous victory, the White House was convinced that Saddam, somewhere in the defeated Iraqi army would lead a coup against Mr Saddam. Once again, US officials, including Mr Bush, underestimated their opponent's staying power.

At the same time, military and political intelligence appears to have misread the importance of the substantial Iraqi armed forces stationed in northern Iraq near the Turkish border throughout the war.

These forces emerged largely unscathed from the Gulf war, which was fought in southern Iraq and Kuwait. Mr Brent Scowcroft, President Bush's national security adviser, once termed the northern army as "defensive in nature". What Mr Scowcroft and others failed to

The special UN representative for the Kurdish question said Iraq accepts the establishment of refugee camps in the north, but is wary of foreign troops manning them. AP writes from Ankara. The Anatolia news agency reported yesterday from Baghdad, that Mr Eric Suy, a Belgian diplomat, said that Iraq had accepted that the camps would be established for humanitarian reasons, but that allied troops on its soil could be a problem.

predict was that these "defensive" forces would turn murderously offensive against the religious Kurds in the north and Shi'ites in the south.

On Tuesday night, Mr Bush again sought to justify his reluctance to intervene in defence of those he had at one time incited to overthrow Mr Saddam's regime - an issue which Democratic critics and some Republicans in his own party are forcing him to confront.

"We never implied that," he said. "All along I have said that the US is not going to intervene militarily in Iraq's internal affairs and risk being drawn into a Vietnam-style quagmire."

Even Democrats who supported Mr Bush's decision to go to war - such as Congressman Stephen Solarz of New York - are now conceding that US forces should have pressed on to Baghdad to "finish the job". They have been joined by the much larger group of Democrats, including Senator Edward Kennedy, who supported continuing UN sanctions to remove Iraq from Kuwait rather than the use of force.

The Gulf war was prosecuted with the perceived lessons of Vietnam very much in mind, such as avoiding a half-fought war with unclear objectives and ambiguous public backing. Yet the other lesson is that pulling out a 500,000-strong army at the end of a war in the Middle East - even a conflict lasting six weeks - is unrealistic.

The US, which supported Saddam Hussein with arms, credits and technology for much of the 1980s, has discovered that extricating itself from the deadly embrace with Baghdad is proving a good deal more difficult than first imagined - the famous Gulf victory notwithstanding.

## Germany boosts relief effort in northern Iraq

By David Marsh in Bonn

**T**HE German government yesterday agreed a sharp increase in aid for Kurdish refugees in the area around northern Iraq, with a total of DM440m (\$266m) now earmarked for a humanitarian operation given all-party support in Bonn.

Mr Hans-Dietrich Genscher, the foreign minister, said German hospitals would offer beds for victims of Baghdad's aggression against the Kurdish people. Mr Genscher, who will fly to eastern Anatolia tomorrow to inspect the relief operations, said the lives of "hundreds of thousands" were at stake.

In an unusual display of harmony, the German Bundestag unanimously condemned Iraq's persecution of the Kurdish people as "attempts at genocide". A motion proposed by the government and opposition supported the use of military force in the region if necessary to dissuade the Baghdad regime from further action against the Kurds.

Yesterday's increase in aid to the refugees, agreed at the weekly cabinet meeting, came as the German army sent more helicopters to eastern Turkey for use in supply missions for the displaced population.

Genscher: going to inspect relief operations

A total of 20 Bundeswehr helicopters are planned to be in use there later this week.

Belgium will send four C-130 transport aircraft to Iran on Saturday with aid for Kurdish refugees. Mr Guy Coens, the defence minister, said.

Mr Coens told Belgian radio yesterday that the military aircraft would carry tents, beds and medical supplies to Iran, where the aid would be distributed to Kurdish refugees there by groups working with the European Community.

## Kuwait to sign mines contracts

By Mark Nicholson in Kuwait City

**O**NE OF the first contracts for clearing Kuwait of Iraqi mines and unexploded allied bombs is expected to be signed this weekend by Royal Ordnance, the UK arms company, and the emirate's government.

The deal would be valued "in the low hundreds of millions of dollars", according to one British official.

Unusually, Royal Ordnance, part of British Aerospace, would subcontract much of the early munitions clearance to a 150-strong unit of the British army, the 21st Squadron of the Royal Engineers. Members of the unit would receive army pay - a factor which gave Royal Ordnance a significant price advantage in bidding for the work.

The Royal Engineers would undertake the work for the first four months, after which

it is understood that Royal Ordnance would provide its own clearance team.

The emergency clear-up of unexploded munitions in Kuwait - which has concentrated on main roads and civilian areas - has been conducted exclusively so far by allied military units, and is nearing completion. More than 3m munitions of one sort or another have been cleared.

However, the remaining task in the emirate is colossal. Iraqi minefields along the beaches and southern border of Kuwait are untouched, while hundreds of deserted Iraqi ammunition dumps still center the city.

One of the most serious problems is the clearance of unexploded allied bombs, which litter the deserts of north-east Kuwait and large tracts of the southern oilfields,

where Iraqi armoured positions were heavily bombed.

Bomb disposal experts in Kuwait estimate that millions of such bombs remain unexploded - largely because they fell into cushioning sand and failed to detonate.

"Sorting out that lot will take months - to do the oil wells thoroughly may take years," said Lt Col Mike Brooker of the Royal Engineers, who is co-ordinating the allied clear-up.

Kay Associates, the US ordnance group, has already won a contract to clear up three Kuwaiti air bases. The group has close links with the emirate's air force, for which it provided training before the invasion. States International and UBX, two other large US ordnance companies, are also in Kuwait vying for contracts.

## EC to press Baker for role as Middle East peacebroker

By David Gardner in Luxembourg

**T**HE European Community must play a key role in the Middle East peace process by helping to bridge the gap between hardline Arab states such as Syria, which insist on a UN-sponsored international peace conference, and the more moderate Arab countries, and Israel, which have edged towards the "regional" talks favoured by the US.

This was the message EC foreign ministers were expected to give Mr James Baker, the US secretary of state, at a meeting last night in Luxembourg on the eve of his third peace mission to the Middle East.

The Community was also set to reiterate to Mr Baker its insistence on a seat at the negotiating table, alongside the US and the Soviet Union.

"There will be no European participation in any [Middle East] economic recovery programme which includes Israel, without our political involvement," stressed a senior EC diplomat.

This position was explained last week to President Bush by Mr Jacques Santer, prime minister of Luxembourg, which currently holds the EC presidency.

Last Friday in Geneva, the EC "troika" - the foreign ministers of Italy, Luxembourg and the Netherlands - gave full backing to Mr Baker's efforts to secure face-to-face Arab-Israeli regional talks. The EC now wanted to make the of this support "specific", the diplomat said.

The EC feels it is useful because it has favoured the "international" peace conference sought by Syria and the Palestine Liberation Organisation (PLO).

Such a UN-backed conference would have on the top of its agenda security council resolutions 242 and 338, the "land-for-peace" formula requiring Israel to withdraw from the occupied territories in exchange for a settlement.

EC diplomats argue that "we can cover Syria and the PLO" by co-sponsoring a regional initiative, and providing it with some UN cloak by virtue of Britain and France's membership of the security council. If regional talks were to prosper, in this view, the security guarantees that underpinned them would eventually have to be routed through the UN. A community presence would also

diplomats say, offer some guarantee that the Palestinian issue - kept separate under the "two-track" US formula - would not be pushed irretrievably into the background.

Community involved." Diplomats believe the EC's political stock has risen in Washington following the European summit's surprise endorsement last week of Mr John Major, the UK prime minister's "safe haven" for the Kurds initiative.

Subsequent moves by the US to back up international relief efforts with a military presence and the threat of force confirm this, they argue.

Last night's talks were expected also to centre on how best to coordinate the aid and security effort, to see "whether we can steer our initiatives, using the UN, so that we can really protect the Kurds," a senior diplomat said.

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## WORLD TRADE NEWS

## Japanese lack confidence in chip talks with US

By Robert Thomson in Tokyo

JAPANESE officials are publicly confident - but privately cautious - about prospects for a quick settlement of a new semiconductor pact with the US government.

A new round of negotiations was to begin here today, but the Japanese Ministry of International Trade and Industry (MITI) said last night that the delayed arrival of US representatives would mean a resumption delayed until early next week.

Japanese negotiators are doubtful that the pact will be settled at this meeting, and say that the US position on several sensitive issues, such as a target for market share for foreign semiconductor chips in Japan, is "unreasonable".

The present five-year pact is to expire at the end of July. US and Japanese industry officials have wanted the new agreement to be finished well before then.

The most serious disputes are problems unsettled from the present pact, including the prickly question of whether

Japan agreed that a 20 per cent foreign share was a target.

US officials insist that 20 per cent was part of the agreement, and want at least that figure clearly stated in the new agreement.

At the end of last year, the foreign share was reckoned to be 13.2 per cent. Japanese negotiators say that, if they allow the 20 per cent figure to be identified, the pact could set a dangerous precedent for managed trade agreements with the US. Tokyo fears that US frustration in disputed areas - ranging from cars to computers - could lead to a rush of market share targets.

"The market share problem will not be settled by the pact negotiators. This is a political problem and it will need a political solution," a senior Japanese official said.

MITI officials expect that they will have to include a reference to 20 per cent somewhere in the new agreement, but they want the final wording unclear enough to make

any claim by Washington to establish the pact as a precedent for other products difficult to secure.

Although the concept of a target remains disputed, Japanese negotiators say that the two sides are close to agreement on how to measure the market share. Until now, two sets of figures have been used - a survey of chip-makers by the independent World Semiconductor Trade Statistics (WSTS) body and a MITI survey of users.

Since the start of negotiations, the Japanese government has insisted that Washington drop sanctions imposed under the present agreement. One negotiator said US officials presume that "we will drop our opposition to the 20 per cent figure", if the sanctions are removed.

"We know that they are using these old sanctions as a bargaining chip. It is quite unreasonable. The sanctions are ridiculous and our concerns about the 20 per cent are very reasonable," he added.

## UK business campaigns to double sales to Japan

By Andrew Taylor

A CAMPAIGN to double British exports to Japan during the next three years was launched yesterday by chairman and chief executives of some of Britain's biggest companies.

Companies will be encouraged to establish offices and manufacturing capacity in Japan. Previous sales campaigns supported by the UK Trade and Industry Department have concentrated on promoting exports, rather than investment, in Japan.

The aim is to raise the value of British exports to 25bn, compared with 22.8bn last year, said Mr Michael Perry, vice-chairman of Unilever and chairman of the Priority Japan campaign. "An important objective over the next three years will be to increase market share as well as the value of exports."

The campaign - launched yesterday by Mr Perry, Sir David Plastow, chairman and chief executive of Vickers engineering group, and Sir Paul Groom, chairman of Glaxo pharmaceuticals group - is being supported by the DTI and the British Overseas Trade Board.

Mr Peter Lilley, Trade Secretary, said the government would provide financial support of 200,000 during the first year of the campaign.



Perry: After bigger share

## GE invests in Austria

By Charles Leadbeater, Industrial Editor

GENERAL Electric of the US yesterday strengthened its position in Europe's power generation markets through a \$2.5m investment in Elin Energiverksgroup, the Austrian power plant contractor, to underpin a broad joint venture by the two groups.

The venture will put GE's expertise in gas turbine technology and combined-cycle power stations to finance power contracting activities in designing and managing the building of power stations. GE will thus take about 5 per cent of Elin Energiverksgroup.

Elin said the joint venture would concentrate on power projects in Austria, the other German-speaking areas of central Europe and Scandinavia. The two groups will also collaborate in the Far East and south-east Asia.

## ODA 'out of credit funds'

By Peter Montagnon

THE UK's Overseas Development Administration (ODA) has already run out of money for spending on mixed credits in the 1991-92 fiscal year, according to an assessment by the Export Group for the Constructional Industries.

The current year's allocation was quickly swallowed up by a surge of business in the Far East, notably Malaysia, the group said. ODA only publishes figures for past spending on mixed credits and does not normally say how much will be available when its aid budget, now running at a total of some £1.8bn, is established each year. Yesterday, officials confirmed that a large number of successes so far this year means that the forecast for spending over the entire year had been exceeded.

However, ODA said it was still prepared to consider mixed credit deals that would not involve government spending before April 1992.

## Hungarian claim

HUNGARY's questionable trade claim against Moscow has reached £1.8bn, much of it built up after Soviet solvency had been thrown into doubt, writes Nicholas Denton in Budapest.

In the first quarter, Hungary ran a current account surplus on non-convertible trade of over £860m, the bulk of that with the Soviet Union, according to Hungary's central bank. This concluding round balance is expected to bring the ultimate accumulated surplus with the Soviet Union to about £825m (£1.8bn at the agreed conversion rate).

## AMERICAN NEWS



Industry is hoping the government will not allow these locomotives in Dolton, Illinois, to stand idle much longer

## US copes with rail strike, but a day could make the difference

Industry is holding its breath report Nikki Tait and Barbara Durr

US INDUSTRY was hoping yesterday that Washington would intervene quickly to halt a national rail strike that threatened to disrupt the economy. The American Association of Railroads said the stoppage, which began yesterday morning, was affecting freight traffic across the entire country, with picketing widespread.

The association said it was not aware of any freight carrier which was trying to operate, although Amtrak passenger traffic in the north-east seemed to be flowing normally. The Illinois Central Railroad said: "If it drags on, some customers that are dependent on rail transportation will have some real problems. They won't be able to get product out of their plants."

Mr Thomas Hanna, president of the Motor Vehicle Manufacturers Association, said 70 to 80 per cent of motor manufacturing plants would be affected within 24 hours. All sites could be closed by tomorrow.

Chrysler has warned about "massive closures" in the industry if the strike were to drag on, but said yesterday morning it had made no immediate changes at its plants. It warned, though, that the position "could change in a day".

USX, the steel and natural resources group, also suggested that there was unlikely to be any impact from the first day of the strike. It declined to say when the halt in railroad traffic might start to bite, but steel companies generally will probably be

affected in a matter of days rather than weeks. USX said it had "done what it could" by stockpiling raw materials before the stoppage, and by lining up alternative means of transport.

The coal industry is also hoping for a short strike. Most US coal production is shipped by rail but, with winter over, the seasonal peak has past.

Industries including chemicals, ore, and lumber, as well as second, third- and fourth-class mail, also face slowdowns

Grain elevators, most of which use railways for shipping, are also being affected. There was no immediate impact on prices for grains and livestock on the Chicago futures markets yesterday.

Livestock moves largely by truck and this is not the critical harvest time in the US grain season. In any case, traders do not believe the government will allow the strike to continue more than a few days.

Chicago area companies that depend on rail shipments for

capacity is now fully utilised.

Ryder System, another big trucking group, painted a similar picture. "Huge would be too strong a word for the upsurge," it said. "We have seen quite a few requests in the past week" mainly from companies which had "extremely time-sensitive requirements".

In Chicago, the biggest worry was commuter transport. However, some 75,000 Chicago-area commuters were virtually unaffected yesterday morning after a court order late on Tuesday had required the Chicago and Northwestern Transportation Company, one of the largest commuter lines, to continue operations. The case was brought by Metra, the Chicago-area commuter agency which contracts the railways. The order is to last 10 days.

Railway companies had turned down union offers to keep operating the commuter lines, saying they would close all operations because of fears of vandalism and passenger safety.

Mr Jeffrey Ladd, Metra chairman, said C&N was trying to inconvenience commuters so as to press Congress into legislating a solution unfavorable to the unions. He accused the company of a "lack of corporate citizenship".

Incoming car traffic to Chicago, was normal. Service on Amtrak between Chicago and other key mid-western cities such as Milwaukee and Minneapolis was expected to be disrupted.

US: COMMODITIES CARRIED BY RAIL (1990)	
Commodity	% of total carloads
Coal	38.4
Chemicals	9.4
Grain	8.3
Metallic ores	5.2
Motor vehicles and equipment	4.9
Crushed stones, sand, gravel	4.4
Others	30.4
TOTAL CARLOADS	17,415,507 (100%)

Source: Association of American Railroads

or outright stoppages if the strike is prolonged.

The US Postal Service said it stopped sending mail via air last weekend and planned to use trucks until the strike was settled.

Minneapolis-based Cargill, one of the largest American grain companies, said it was working closely with customers to manage supplies and was operating its businesses by using alternative transport, stockpiled materials and additional storage facilities.

supplies would be safe for the moment from the strike, if they have built up stocks. R.R. Donnelley, one of the largest US printing and publishing houses, for example, says that it is using stocks and increasing these by truck.

Trucking companies reported rising business as a result of the strike, but played down notions of massive additional demand. "It's been a trickle effect," said Arkansas-based J.B. Hunt. "It started slowly yesterday, and all our

## Bush meeting with Dalai Lama risks Chinese anger

By Our Foreign Staff

PRESIDENT George Bush has held a meeting in Washington with the Dalai Lama, the spiritual leader of 6m Tibetans, risking an angry reaction from Peking.

The Tibetan leader, forced to leave his homeland by China in 1959, has frequently had meetings with members of the US Congress which has voted over the years against Chinese actions in Tibet, but his first meeting with President Bush was politically significant.

The president is meeting him in his capacity as a respected spiritual leader and Nobel Prize winner, the White House said in a brief notice attempting to play down the meeting held at the White House on Tuesday evening.

Reporters and photographers were not allowed to record the start of the meeting, as is customary, and no details of the talks were released.

Since the US and China normalised relations more than a decade ago, the White House has snubbed the Dalai Lama on previous visits.

US-Chinese relations are now under strain because of reported arms sales by Peking to the Middle East and the possibility Washington may withdraw most favoured nation trading status for Chinese exports.

Peking is likely to respond angrily to the meeting. For several weeks the media in Peking has been carrying almost daily stories on what is officially known as the "peaceful liberation" of Tibet. In the run-up to the 40th anniversary on May 23 of the "liberation", which Tibetans regard as an occupation of their country, tension is reported to be mounting in the capital, Lhasa, where the Chinese army has applied tough

repressive measures.

Tibetan resentment against Chinese plans to erect a 70m high monument in Lhasa to mark their rule over Tibet, and for a major celebration on the anniversary day, threaten to lead to outbreaks of violence those who feel there is only cause for sorrow.

President Bush's meeting with the Dalai Lama contrasts sharply with the refusal of Mr Douglas Hurd, the British Foreign Secretary, to see the Tibetan spiritual leader on his visit to the UK last month.

China has in the past successfully applied pressure to refuse the Dalai Lama entry to Thailand and Nepal. His supporters in Washington have expressed outrage at what they see as similar attempts by China to apply pressure to disrupt his US visit.

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## Argentina sees sharp decline in inflation

By John Barham in Buenos Aires

MR Roque Fernandez, president of Argentina's central bank, has predicted that "as from May, inflation will be zero or close to zero".

Less optimistic officials say they expect inflation to fall gradually to about 10 per cent a year. Unofficial forecasts indicate April's rate may range between 4 per cent and 6 per cent. Prices rose by 11 per cent in March, less than half February's rate of 27 per cent.

Argentina introduced its toughest adjustment policy yet on April 1, when it implemented legislation forbidding money to cover the government's spending deficit and made the currency convertible.

Mr Fernandez also said the government hoped to reach agreement with the IMF this month opening the way for a standby loan of about \$1bn.

## Country tries to shed its image as the black sheep of Latin America

## Brazil seeks to boost standing abroad

By Christina Lamb in Brasilia

THE Brazilian government is to launch a campaign to improve its international standing, after last week's agreement with foreign bank creditors on the payment of arrears.

"We feel we've turned a corner with this accord and can now hope for a new climate in our international dealings," said Mr Marcos Azambuja, director-general of the Brazilian foreign office. "The impasse with the banks was like an albatross round our necks. Now it's time we got Brazil back into fashion."

As part of this move, Ms Zelia Cardoso, Brazil's finance minister, is planning trips to Japan, Europe and the US to try to recapture the support

initially given to the government's adjustment plan. President Fernando Collor plays host to Britain's Prince Charles next week and, in June, will visit President George Bush.

Before the US visit, Brazil intends to remove the major thorns in trade relations by introducing patent protection and ending a law which prevents importing of information technology similar to products manufactured in Brazil.

Brazil is blacklisted by the US commerce department for failing to deal with these matters and for pirating of US films. The US, Brazil's biggest creditor, was most instrumental in the recent delay by Group of Seven countries of a

\$350m loan from the Inter-American Development Bank.

This loan is expected to be released soon, following the accord on arrears, but Brazil is still far from shedding its image in the international financial community as the black sheep of Latin America.

While many Brazilian officials regard their country as a golden egg which outsiders are eager to get their hands on, potential investors are increasingly moving into Mexico, Chile and Venezuela.

Brazil's image has not been helped by what seem ad hoc decisions, such as the suspension last month of coffee exports, which caused chaos on world markets, or drastic moves such as the govern-

ment's seizure of 80 per cent of domestic assets and savings last year.

Mr Toshio Kobayashi, director of the Bank of Tokyo, said: "Brazil is seen outside as a country one cannot trust. It needs to forget the illusion that it is a great and rich country, where everything one plants turns to milk and honey, and to realise that there are other countries where one can make money without fearing that debts won't be honoured and contracts will be breached."

Brazil's next step towards normalising its international relations starts next Monday, with the arrival of an IMF mission, but continuing economic instability means an early agreement is unlikely.

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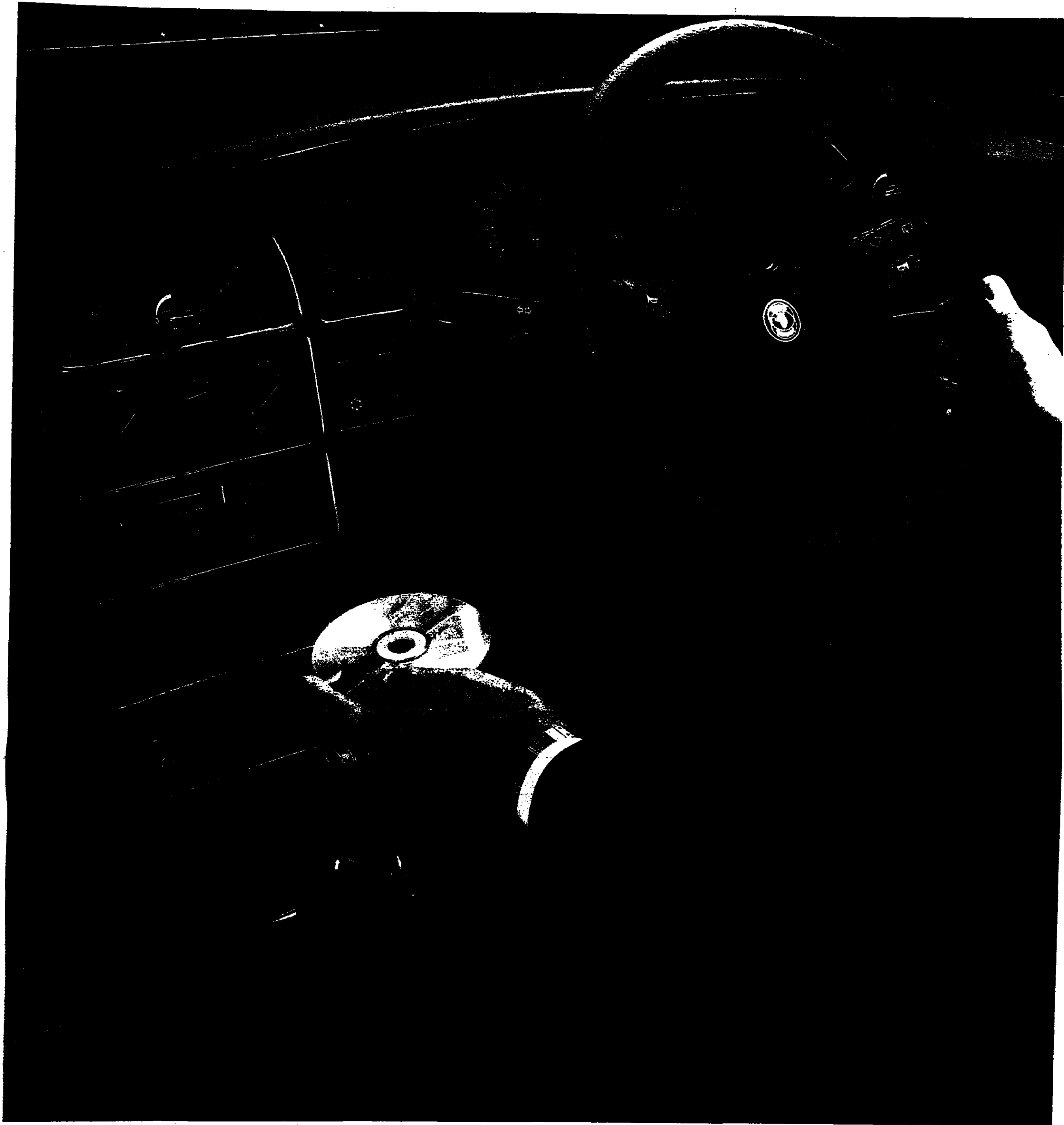
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## UK NEWS

## Ceasefire boosts talks on Ulster

By Our Belfast Correspondent and Ralph Atkins

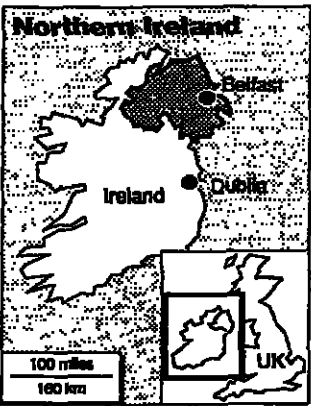
LOYALIST PARAMILITARIES in Northern Ireland last night said they would enforce a qualified "ceasefire" to coincide with the start in less than two weeks of formal talks on the province's political future.

A statement issued in Belfast by the so-called "Combined Loyalist Military Command" said the suspension of operational hostilities was a genuine attempt to assist the talks process initiated by Mr Peter Brooke, Northern Ireland secretary.

However, the statement said loyalist groups retained the right to take what it called "defensive or retaliatory action" - assumed to mean in response to action by the Irish Republican Army.

Although the gesture comes from organisations abhorred by the government and the province's constitutional parties, it gives a further fillip to Mr Brooke who defied the expectations of many in winning agreement last month for round table talks.

Loyalist murder gangs in Northern Ireland have been behind far more killings in the



Northern Ireland

province this year than the IRA.

Mr Brian Mawhinney, minister of state at the Northern Ireland Office, had earlier announced a starting date of April 30 for the round table talks which will cover alternatives to the 1985 Anglo-Irish Agreement as well as devolution in the province.

Details of the three or four man negotiating teams are expected to be announced shortly by the four political

parties involved.

The ceasefire move follows a series of meetings recently between leaders of the outlawed Ulster Volunteer Force and the Ulster Defence Association, which is still legal in the province.

The UVF, sometimes using its flag of convenience, the Protestant Action Force, has been behind 11 murders in recent weeks. One outrage last month in which two teenagers and a young man were shot dead at a mobile shop in County Armagh horrified all sections of the community.

Mr Peter Robinson, deputy leader of the Democratic Unionist Party, welcomed the ceasefire saying it was indicative of the mood of the vast majority of people who wished to see peaceful solutions to Northern Ireland's problems.

British and Irish ministers will meet a week tomorrow for a conference under the 1985 agreement, which Unionist leaders are anxious to see replaced. After then the workings of the agreement will, in effect, be suspended for about 10 weeks while talks take

place. Round table talks will start with a brief series of bilateral talks with Mr Brooke to agree an agenda.

● The Garda, the Irish police, have launched a high level inquiry into reports that a top secret Garda document was in possession of the IRA and had led to the murder of a Protestant man in Northern Ireland.

Mr Ian Sproule was shot dead by the IRA outside his parents' home in County Tyrone last Saturday morning. The Garda document reportedly listed Mr Sproule as a member of the Ulster Volunteer Force, an illegal loyalist paramilitary group.

The document allegedly says Mr Sproule had been responsible for incendiary attacks on premises in the Irish Republic in 1987.

The Northern Ireland Office said it had expressed concern about the allegations to the Dublin government. It said: "The greatest care must be taken with information of such sensitive nature" and hoped the Garda investigation would be "swift, full and comprehensive".

## BRITAIN IN BRIEF



## 2m register for Scottish power shares

About 2m people have already registered to receive application forms to buy shares in the two Scottish electricity companies, to be floated by the government at the end of May.

The registration figure is similar to that achieved at this stage of the much larger flotation of the English and Welsh regional electricity companies. The May 30 flotation of Scottish Power and Scottish Hydro-Electric is expected to raise £1.5bn to £2bn if, as expected, the government sells 100 per cent of the companies.

Incentives and conditions for Scottish electricity customers who buy shares in their own electricity companies are similar to those offered to customers of their UK counterparts.

## Tourist input 'is ignored'

The government fails to recognise the tourist industry's importance to the British economy and fails to offer sufficient support to attract foreign holidaymakers, an all-party parliamentary tourism committee was told.

The £10.1m allocated to the British Tourist Authority for marketing Britain abroad was "totally inadequate," said Mr Prys Edwards, the chairman of the Wales Tourist Board. The French government was spending \$4m on advertising in the UK alone and Turkey was committing £1.5m.

## Move to extend war-crime bill

Recent Iraqi war crimes and Second World War crimes in Japanese-held territories against UK subjects could be covered in the government's war crimes bill, if one of its former leading opponents has his way.

Lord Campbell of Alloway, the Tory peer who led the successful revolt against the bill last year, has put down a motion to extend the bill to war crimes committed in Iraqi-held territories since its invasion of Kuwait, and areas

held by the Japanese during World War II. It would also allow amendments to try to ensure fair trials.

It is the first time this arcane tactic of extending the scope of a bill in the Lords has been tried for more than 80 years. It was last used successfully in 1899.

## Families are better off

Families had to spend less in February to maintain the same living standards as in the previous August, according to a survey out today.

The Retail Prices Survey for March showed that costs of goods and services were slightly lower than in August 1990 and only slightly higher than the same time a year ago.

## Travel body levy rejected

The government has turned down a call from the Association of British Travel Agents for a levy on all package holidays to provide a safety net for tour companies that go bankrupt.

ABTA had asked Edward Leigh, minister for consumer affairs, to support a levy of 1 or 2 per cent on all package holidays sold this year.

## Labour hits at water standard

Drinking water in some areas could pose "a significant risk to health" because the government had secretly allowed privatised water

companies to relax standards, said Mrs Ann Taylor, the opposition Labour party's minister for environmental protection.

She said some companies had been given "blanket relaxations of toxic and microbiological standards," at the same time as the government was giving assurances that water would be brought up to European Community criteria.

But Mr David Trippier, environment minister denied the claim and accused her of "the worst sort of scaremongering."

## Baron sees loss of sovereignty

Further surrenders of national sovereignty by the 12 member states of the European Community were envisaged by Baron Hermann von Richthofen, the German Ambassador to London.

He said that the pooling of sovereignty which had occurred through the creation of Nato and the United Nations was likely to continue as the EC progressed towards economic and monetary union.

## Deficit highest for 3 years

The government recorded a deficit on its public sector finances last month of £3.1bn, the highest for three years. The figure illustrates the deterioration in public sector finances in recent months, largely as a result of the recession.

It underlines fears among financial analysts that the government's forecast £3bn

deficit in 1991-92 may be over-optimistic. Some economists believe it will turn out as high as £12bn.

The deficit for March, the last month of the 1990-91 financial year, was roughly £800m higher than anticipated. It was caused mainly by a surge in local authority borrowing and lower than expected tax revenues.

## Mercantile hit by fire

Two floors of the 12-storey headquarters of Mercantile Credit, the consumer credit and leasing arm of Barclays Bank, were gutted by fire. Other floors of the block in south-east England were seriously damaged by smoke or water.

The company, whose main computer centre is in North London, said no data was lost. Customers were being referred to the group's branches while urgent efforts were underway to find temporary accommodation for the 1,600 people normally employed in the building.

## BP to sell gas to industry

British Petroleum said it will sell a third of its gas from the Brae field in the North Sea to British Gas, keeping over 100bn cubic feet of gas for sale directly to industrial customers.

BP says this arrangement is the first of its kind in the UK where big producers usually sell directly to British Gas. The Brae field is due to come on stream in 1994.

## Green policies sway funds

Institutions consider a company's environmental record before deciding whether to buy its shares, according to research.

Eighty senior fund managers each responsible for investing at least £150m in equity, were questioned in a survey last summer.

Forty per cent of investors questioned said a company's environmental strategy was an important factor in their investment decision, while 58 per cent said a coherent and effective environmental strategy enhanced their view of a company and 67 per cent believed environmental factors had a significant impact on a company's business. Only 11 per cent believed they were not significant.

The survey concluded that British companies were not doing enough to improve their environmental image - 67 per cent of institutional investors questioned said less than one British company five had a coherent environmental strategy.

## Excitement found in middle lane

Ivo Dawney discovers the driving passion within the Green Party

FOR MORE than two-and-a-half years, the political control of Nottingham City Council, has depended on the antique mechanics of a 10-year-old, scarlet Ford Escort.

In that time, its owner - 68-year-old councillor John Peck, DFC - has successfully negotiated both uncounted traffic hazards and the potential pitfalls of holding the balance of power in the central England authority between 27 Labour and 27 Tory colleagues.

A journey in this politically-critical machine, nonetheless, gives the lie to the claim that the homely world of local government is unexciting.

As Mr Peck - travelling at about 22mph on a busy commuter road - explained his agonised decision to abandon communism for the Green Party, there were several moments your petrified reporter was convinced that his pivotal role was granted only by the grace of God.

If his driving skills might be questioned, Mr Peck is undoubtedly a formidable argument in the case for devolved power.

By successfully campaigning on issues like grass-cutting and street-lighting, he has kept Labour in power and in check. His most prestigious victory was won by voting with the Tories to halt industrial development on local allotments.

Above all, he believes politics should be as close as is feasibly possible to the people



LOCAL ELECTIONS NOTTINGHAM

it affects. As an example, he cites the case of a High Street amusement arcade opposed locally and at council level but that eventually won approval on appeal.

"If the dispute is between people on the ground and the planning authority, then go to arbitration," he argues. "But if there is not a dispute, then I don't see why some bugger in bloody London should interfere."

As must be the case in many of the local elections now under way, "bloody London", birthplace of the poll tax and instigator of the squeeze on local spending - is probably more crucial to Nottingham than who runs the council.

With Nottingham Forest football team in the FA Cup Final, busy shopping centres, a diversified business base and a prize-winning polytechnic, the city appears to be weathering

recession almost cheerfully.

Local development needs - a new Light Rapid Transport system and electrification of the Midland railway - enjoy all-party support. So, too, does the desire to win back the powers granted to the county council in the 1974 re-organisation.

Indeed, one understandably anonymous local businessman conceded that many of his colleagues were as happy to see Labour in the magnificent 1929 Council House as the Tories.

"Both lots agree on the main issue of fighting to develop Nottingham," he said. "The headline-grabbing issues are always peripheral."

That view is fiercely contested by the two main parties which are aware that with three marginal Westminster seats (one Labour, two Tory) at stake, Nottingham is a weather-vane for the imminent general election.

To make it more central still, the city's battles are being fought on propaganda and ideological territory strongly similar to that mapped-out in national headquarters.

In consequence, Mr Bill Bradbury, the no-nonsense Tory leader, concedes that Labour has so far successfully sold its "modern" image. But he goes on to warn of a hidden agenda of irresponsible high-spending and "loony" leftism which once included a "world first" of gay swimming sessions at city pools.

Mr John Taylor, Labour's

bearded deputy leader, counters that his party is now the champion of "enabling local government" in partnership with the private sector, while the Tories inhabit an out-dated Thatcherite past of ineffective market forces.

Pointing to a number of development schemes for vacant land, he says constructive intervention in the local economy is the only alternative to simply leaving Nottingham's future to the ebbs and flows of the national economy.

Some claim back off Councillor Bradbury and he will reply that several of the projects were actually initiated by the Tories.

If the party political arguments soon sound sterile, however, the Nottingham microcosm is an interesting reflection of the national picture. Both parties are wrestling for the centre ground on platforms of sound management based on private and public sector partnership.

With the poll-tax fiasco and the Tories' high 1987 vote achieved on a tide of national affluence, Labour must, and almost certainly will, win outright control of the city this time. But whether the margin will be adequate to augur a General Election victory remains doubtful.

As one neutral city leader put it: "If interest rates drop to 10 per cent and inflation is down to five per cent, that is also pretty persuasive."

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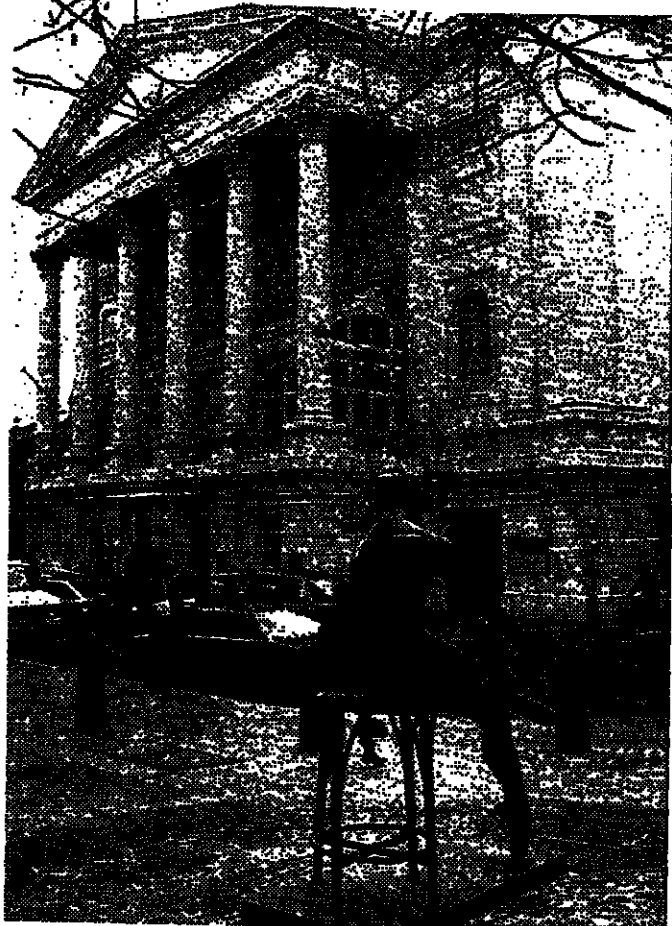
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## UK NEWS



Simon Holberton looks at a survey of executive salaries and bonuses in Britain

## Directors pay outstrips inflation and profits

BRITAIN'S top businessmen are still awarding themselves pay rises well in excess of inflation and the growth in company profits.

This is in spite of calls for pay restraint in the light of the recession and the UK's full membership of the European Monetary System.

A survey of top pay deals by the Confederation of British Industry, the employers' organisation, and Hay Management Consultants, showed an average rise in base salaries of 14 per cent from August 1990 to

January this year, compared with the same period a year earlier. Bonus payments showed an average rise of 10.6 per cent.

The continued rise in top executive pay compares unfavourably with inflation and the growth in company profits. Over the same six month period, the retail prices index rose by an average rate of 10 per cent. Company profits, by contrast, fell by more than 6 per cent, according to government figures.

The growth in executive pay,

following the economic boom of the late 1980s, has become a boardroom issue. ICI directors' pay was cut last year and this week Lloyds Bank froze the pay of executive directors and general managers.

The publication of this report has threatened a six-year relationship between the CBI and Hay. The CBI said yesterday it "disassociated" itself from the survey. It had not seen the results or the press announcement which Hay issued. Hay admitted a mistake in issuing the press announce-

ment before the CBI had been able to see it.

The CBI said there was evidence that companies had cut top pay or deferred pay rises. "But we appreciate that the pay of some top managers is rising too fast and must decelerate in order to match more closely the present economic climate," she added.

Hay said yesterday that the "average" rise in top pay disguised a wide variation in movements in salaries across industry from 1 1/2 per cent cut in salary to a 47.4 per cent

increase. Bonuses varied from a cut of 20 per cent to an increase of 46.5 per cent.

The pay consultancy said it had found evidence that incentive programmes were being revamped. Some schemes were incorporating incentive elements which require top managers to maintain a long-term perspective on their businesses. Hay said there was the beginning of a trend where top pay would include relatively less fixed pay and more performance-related pay.

## UK employers give qualified welcome to Labour strategy

By Michael Cassell, Business Correspondent

THE Confederation of British Industry, the employers' organisation, yesterday described the opposition Labour Party's strategy for industry as "closer to the real world" than for many years, although it retained serious doubts about the party's ability to tackle inflation and control public sector wages.

But he stressed there were notable omissions in Labour's plans. It was not clear, for example, how Labour intended to contain inflation to the levels demanded by British entry into the exchange rate mechanism, while Labour's manufacturing strategy was in danger of drawing an artificial and potentially damaging distinction between services and manufacturing sectors.

In its business agenda, the CBI singles out as priorities for the next years the defeat of inflation, the raising of investment in equipment, skills and infrastructure to levels achieved by Britain's major competitors and a change in national attitudes towards manufacturing.

The organisation's agenda also repeats earlier calls for Britain to adopt the narrow bands of the ERM as soon as practicable, for measures to rebuild personal savings and help prevent another house price boom and for a move away from the indexation of benefits and tax relief.

smaller businesses and for pursuing a more creative approach to competition policy also appeared welcome.

Mr John Banham, the organisation's director general, was speaking in London at the public launch of the CBI's own manifesto for business, intended to provide a framework for economic progress over the next decade.

He said that Labour's proposals for strengthening Britain's industrial base and raising training standards would be considered by the CBI council next week.

The CBI, he said, would support plans for a partnership between government and industry intended to strengthen the nation's manufacturing base, although it did not want a return to the "sham" of a corporate state.

Mr Banham suggested that the party's proposals for stepping up investment in national infrastructure, for supporting

## Government expands pay review system within UK

Andrew Adonis on a structure for teachers' awards

THE decision to establish a pay review body for teachers in England and Wales announced yesterday by Mr Kenneth Clarke, the education secretary, marks the culmination of years of bitter conflict in education between trade unions and the government.

Teachers, deeply troubled since their 1985 strike and the collapse of the Burnham negotiating machinery, join a range of other public-sector professions - doctors, dentists, nurses, paramedics, senior civil servants and those in the armed forces - covered by pay review bodies.

The new structure is the first to be set up since that for nurses, midwives and health visitors was established in 1983 and adds 400,000 employees to the 800,000 at present covered by review bodies.

The decision also represents a significant change of heart by the government, which until yesterday was committed to restoring pay negotiations between teachers and education authorities.

No two review bodies are quite alike. The review body for teachers will be the only one to cover conditions as well as pay - yet

the similarities are more marked than the differences. All the bodies have the same function: to recommend annual pay increases based on comparisons with the private sector and assessments of recruitment and retention.

Most of their members are drawn from professionals in the sectors they cover, with a few academics. The secretaries come from the Office of Manpower Economics, which safeguards autonomy and ensures some uniformity of output.

They also share a weakness. They are bound by Treasury inflation forecasts, which have been notoriously optimistic in recent years.

Moreover, the government reserves a veto where it believes "wider economic considerations" should override review recommendations.

More often than not, recommendations are watered down, usually by ministers staging payment of awards across the year, which reduces their value in real terms.

A review body for teachers may ease the acrimony of the past five years, but any gains beyond that are far from assured.

The recommendations of this

year's Interim Advisory Committee (9.5 per cent for teachers, 12.75 per cent for headteachers) were on a par with those of the review boards, as was the government's decision to pay the increase in stages.

"Pay review boards are not a panacea," says Mr Chris Trinder, senior research fellow at the Public Finance Foundation. Differentials between public and private-sector pay have barely narrowed and pay review boards have been notably reluctant to introduce performance pay.

Mr Trinder points out that under four years of Lord Chilver's interim advisory committees, teachers in England and Wales saw their pay fall below levels in Scotland, where teachers have retained direct negotiating rights.

Much will hinge on the government's readiness to honour pay review board recommendations.

"The review bodies are there to protect the pay and conditions of public-sector employees, but who is there to protect the review bodies themselves?" asks the Income Data Services research group in a recent report. Teachers may soon be asking the same question.

## Inside the barometer of the UK economy

By Rachel Johnson, Economics Staff

THE homely history of the retail prices index - the barometer of the UK's domestic economy - has been laid bare by the government.

In a book published yesterday, the Central Statistical Office examines "the ups and occasional downs" of inflation, the purchasing power of the pound and the composition of the RPI's traditional shopping basket of goods and services.

The shopping basket reveals most about technological innovation and trends in consumer spending since 1914, when the government started monitoring the cost of living.

Candles, corset lacing and mangles were part of the index in 1914 as they were part of a typical shopping list of consumer goods.

To maintain the RPI's reputation as the Rolls Royce of official statistics, the CSO reviews the basket every year to accommodate fashion, new products and changing markets, and candles and mangles have long been replaced by ready-cooked meals, satellite dishes, microwave ovens and compact disc players.

When sales of black and white television sets declined, for example, they were dropped.

The book shows that over the last 76 years, the recorded annual rate of change in prices varied from about minus 28 per cent for January 1922 - in the depression which followed the post-war boom - to plus 26.9 per cent for August 1975.

Since 1947, when the RPI started coming out monthly, prices have increased 18-fold. One pound in 1914 had shrunk to between 2p and 3p in purchasing power by 1990.

Family spending patterns have also changed. In 1956, food accounted for 35 per cent of expenditure; by last year, this had dropped to 16 per cent, while motoring costs rose from 3 per cent to 13 per cent over the same period.

## Improved fortunes for opera

THE Royal Opera House, Covent Garden, pictured above, which budgeted to make a loss £1.9m in 1990-91, has actually produced a profit of £1.1m. As a result its accumulated deficit is now £1.7m rather than the £4.7m shortfall that was forecast, writes Antony Thornicroft.

The turnaround has been achieved partly by attracting record audiences of 94 per cent of capacity but mainly by selling off one of its properties for a £1.6m profit.

Announcing the improved fortunes yesterday the general manager Mr Jeremy Isaacs said that he hoped to clear most of the deficit in 1991-92.

Seat prices will be increased in September by an average of 11 per cent, bringing in an extra £700,000 in revenue, while savings of £300,000 from staff reductions, and £400,000 from changed overtime prac-

tices are planned.

Mr Isaacs said he was opposed to increasing prices, which had risen 140 per cent over the last five years, and were now higher than those of any comparable opera house in Europe. He hoped an Arts Council report would prompt an increase in subsidy enabling prices to be held down.

Since 1985-86 the contribution of subsidy to the ROH's income had fallen from 63 per cent to a projected 38 per cent in 1991-92. This compares to over 80 per cent of income received as subsidy by the opera houses in Berlin and Paris, and around 75 per cent in Vienna, Munich and Milan.

The increase in prices will be greater among the more expensive seats, with the top ticket price for many productions rising to £113. Prices for ballet will rise to a maximum of £54.

## Wisdom of the old starts to receive commercial acclaim

By Diane Summers, Labour Staff

OLDER workers are better with customers, more reliable, and less likely to take time off sick than their younger colleagues, according to the preliminary findings of a study by the World Health Organisation.

Tesco, the supermarket chain, which employs more than 7,000 staff over the age of 55 was the focus of the WHO study. It has pioneered the employment of older workers.

Demographic changes and the fall in the numbers of school leavers has led some sectors, including retailing, to examine the active recruitment and retention of older employees. The WHO study is part of a programme of research into the prevention of what it terms "retirement disease" - the acceleration of ageing associated with lack of stimulation, motivation and purpose.

A survey of 80 workers aged between 50 and 71, as well as 10 under 25, at five Tesco stores found the older employees were more satisfied with their work and conditions than the younger workers. A quarter of the older age group said their health had improved since starting their jobs - most had been with Tesco for two years or less.

Many of the 50 managers and supervisors questioned at the

same five stores said that, while the older workers might be slower than the younger employees, their greater reliability, responsibility and efficiency meant they were just as productive.

The majority commented on reliability, trustworthiness and good customer relations as the most valued attributes of older workers. Reduced absenteeism, staff turnover rates and unofficial "mentoring of youngsters" by the older workers were also mentioned.

The WHO says the findings have implications for other sectors. A number of studies have shown that older applicants face prejudice from employers - it is only when organisations are confronted with recruitment problems that they are prepared to "try" older workers. "Most, including Tesco, seemed surprised at the positive outcome," the report concludes.

Nursing, for example, faces recruitment problems and, like supermarkets, requires sympathetic and responsible staff for non-standard working hours. "There are many retired nurses who might with benefit be attracted back to the profession, provided the profession showed good understanding of the value of older workers and

re-entry needs," the study concludes.

Campaign for Work, the pressure group, yesterday called for legislation to ban age discrimination in employment in a report detailing how older workers were bearing the brunt of redundancies in the recession.

More than half of workers over 50 who lose jobs remain unemployed for more than a year, the report said. For those who did find work, it was often low skilled and low paid with no security.

Government bureaucracy is undermining the ability of senior employers to inject their business skills into the employment network of Training and Enterprise Councils, according to an internal report.

The report summarises the canvassed views of all Tecs on the effects of the 1990-91 budget settlement.

One disquieting finding was that Tecs felt that benefits arising from greater flexibility were eclipsed by the "ever-increasing bureaucratic burden".

That state of affairs was seen to be in direct conflict with the secretary of state's proclaimed objective of putting the nation's training and enterprise system in the hands of private-sector leadership.

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## MANAGEMENT: Marketing and Advertising

## Independent Insurance

## 'An entire organisation focused on the market'

Philip Rawstone reports on the winner of a CIM award

Four years ago, Allstate Insurance, the US group, sold its general insurance business in the UK for £6m to a group of investors called New Scotland Insurance.

Allstate's business in the UK had never got off the ground. It had been making losses since 1982 and required regular capital injections amounting to more than £21m to maintain solvency margins. In 1986 it made a £1.8m loss on premium income of £57m.

This week, the business, renamed Independent Insurance, reported 1990 profits of £2.6m on premium income of £20.1m, its fourth successive year of increased profit amid a generally grim industry performance.

The company's transformation has been achieved, according to the Chartered Institute of Marketing when it was presented yesterday with a 1991 national marketing award – because of its "ability to focus its entire organisation towards the marketplace".

When Michael Bright, deputy chairman and managing director of Independent, arrived from Lombard Continental in 1987 to establish a senior management team, he found confusion among staff about corporate objectives. There was no marketing department and only a limited product range; no formal staff appraisal, training or development programmes. Staff morale was low and turnover high.

Bright immediately brought in Robert McCracken, a Lombard colleague and marketing professional, to establish a marketing department. A detailed corporate plan was set out – backed by research carried out by the marketing department as well as outside agencies.

The prime objective was to establish the company within five years to bring back the business," says Liam Strong, BA's director of marketing and operations and no stranger to the world of renaissance consumer promotions.

BA's marketing response was not a knee-jerk reaction to the current intense competition and the dramatic slump in airline travel when the Gulf War broke out. The groundwork was laid a year ago when BA first felt the chill of the US and UK recessions. It reviewed its operations extensively (some 50,000 man-hours were spent on this, according to Strong) and came up with a more integrated structure (bringing marketing and operations together) as well as over 700 cost-saving proposals.

"We wouldn't have been able to put together our current marketing programme without having reduced our cost base," insists Strong.

As a distinctive and professional organisation in the highly competitive general insurance sector, "A long-term player with a consistent approach and something special to offer," says Bright.

Two ways of gaining competitive advantage were identified. Research confirmed that the overall service provided to brokers – the intermediaries through which Independent intended to channel its business – was generally poor. So high quality service was to be an essential part of the strategy.

Cost advantages were to be achieved by improving underwriting practice to reduce the ratio of claims to policies; and by cutting administrative expenses through extensive and efficient automation.

With the company's objectives and strategy laid down, the first priority was to communicate them to its staff. Morale had to be rebuilt, motivation renewed, and the business focus switched to the market.

Initial presentations to all staff, backed up with a booklet, set out the changes being made and where the company was going. They were given detailed information on the company's structure, underwriting philosophy, marketing approach and personnel policies.

Regular briefings by management and the establishment of a staff

magazine followed. Employees were invited to join in a competition to find a new name for the company. Independent Insurance was launched, with the logo of a high-flying kite.

A formal personnel policy was adopted. Recruitment procedures were tightened. The emphasis of pay policy was switched to rewards for results. A staff appraisal system was introduced, mainly to identify training requirements. A training department was set up and formal courses began in management development, supervisory skills, communication, and customer care.

Alongside these internal efforts to give the company a new sense of purpose and direction, work also began on implementing the external marketing strategy.

Independent had inherited a panel of almost 10,000 agents. It rapidly became clear that this was a costly and inefficient set-up. Many agents produced little business and dismal levels of profitability.

"The company looked to deal only with those that were highly professional, whose business ideas were similar to our own, and who had good relations with their own clients," says Kevin Pallett, marketing manager.

Unprofitable accounts were closed immediately. Further weed-

ing has now reduced the agency base to 3,200 – classified according to the type and quality of the business they handle, and their potential growth.

Independent sought to establish closer relationships with about 150 brokers within this total. They were identified as having the best potential for profitable development of commercial business.

"These brokers are the most professional in the way they present risks to us," says Pallett. "Fire risks are obviously great in plastics manufacturing, for instance. But the risks are much lower in a company whose management has adopted a proper safety policy. These brokers provide us with that sort of information."

Independent Club was formed to provide the brokers with a range of benefits and incentives in return. They are given a higher commission and participate in profit-sharing schemes. They are given round-the-clock access to Independent's staff, their mail and computer records are coded to identify them as priority customers. In some of Independent's regional offices, special units were established dealing exclusively with club brokers.

Independent offers free training for brokers' staff on its courses; and its marketing department supports them in direct mail campaigns, advertising, exhibitions and the production of sales brochures.

Are your clients being taken to the cleaners by their present household insurers?



Independent has backed its marketing through the brokers' clubs with... "wittily-illustrated brochures"

Assured of the brokers' expertise, Independent was able to launch new products exclusively through them – policies to cover high risk businesses such as jewellers and demolition contractors.

Independent claims brokers had never before been offered such a comprehensive package. Since its launch, the club partnership has been reinforced through a regular newsletter, weekend entertainments, and senior management get-

together. The marketing initiative has paid off. Premiums from club brokers increased from £2m in 1988 to £11.2m in 1989. Two-thirds of all new commercial business, and a quarter of all premium income, now comes from club members; and it results in relatively fewer claims.

The claims ratio on club business is 37.8 per cent against a company average of 47.9 per cent. The success of this initiative led Independent to launch another scheme, Merit, for the best of its brokers dealing with home and

motor insurance. Some 500 initially joined. They were offered exclusive products – such as policies targeted on low-risk and high-risk drivers – and given greater authority to quote premiums and speed the settlement of claims.

Backed by Independent's general marketing support, these brokers found themselves better equipped to face the intense competition in their sector. Independent was repaid with a doubling of new business proposals between 1989 and 1990; and with an increase in retained business from 70 per cent to 80 per cent.

Costs also fell as more business came from the more professional brokers. In 1989, almost half of proposal forms had to be returned to brokers because of inadequate information. The proportion has now fallen to 25 per cent.

Independent has backed the marketing thrust through the brokers with a wide range of other promotional activity. It has designed simpler proposal forms, and introduced its products through wittily-illustrated brochures. Its salesforce has been increased fourfold and is supported by telemarketing.

Advertising and public relations are focused on raising the company's image within the industry. Sponsorship – of school sports and other activities in its Cheshire base – is used almost solely as an aid to recruitment.

Independent's overall approach had resulted in "an impressive study of profitable growth and customer satisfaction," Sir Patrick Meaney, president of the CIM, concluded yesterday.

"CIM national marketing awards: Category 1 (turnover over £50m) Independent Insurance Co; Category 2 (turnover £10m-£50m) Astracast; Category 3 (turnover up to £10m) Edinburgh Bicycle Co-operative."

## BA: flying on post-war euphoria

Although Strong's marketing plans were aimed at meeting transatlantic competition head-on in the face of recession, BA, like everyone else, was still caught out by the onset of the Gulf crisis last summer.

"We realised that we had to do something to revive international travel when the world got back to normal," he recalls.

A planning team, consisting of nine senior executives from all parts of the airline, was set up last autumn to plan for the post-war world. The group met intensively while also doing their normal jobs. "It was exhausting but also very stimulating to brainstorm ideas," says one of the team.

Insiders remain tight-lipped about who actually came up

with the grand scheme of giving away all the airline's seats for one day. "It was a team effort," insists Charles Gurness, BA's head of leisure, and one of the group.

Sir Colin Marshall, BA's chief executive, was told in a car on the way to Gatwick airport: "He didn't bat an eyelid," says Strong.

The very boldness of the move was its great appeal. "I think there is a problem in large companies that too often they are afraid of being bold," suggests Strong. "One of the factors about marketing in the late 20th century is that most companies are quite sophisticated in their marketing techniques; so there is a real need to come up with something that makes you stand out from

the rest of the pack."

BA brought in – in conditions of great secrecy – specialist help to implement the programme; Seatchi and Seatchi did the advertising and a couple of promotional companies were also retained.

Planning was based around an assumption that the war would last longer than it actually did; the give-away flights were due to be offered in late May or early June. The end of hostilities meant the whole programme was advanced a couple of months.

The impact of the promotion surprised even BA. "I think it came at the right psychological time for people after the gloom in the early part of the year," suggests Strong. The cost of the promotion was about £18m

– including the £11m cost of flying its fleet free for two days (there and back). Strong declines to say how big a chunk out of his marketing budget this will take, but insists it has been very cost-effective. "At a highly conservative estimate, we had more than £30m worth of media publicity worldwide."

Today's arrival of key travel agents from Europe, North America, and the Far East, however, is just the first of a series of initiatives BA is taking. These include:

● A Keys to Britain promotion overseas to encourage holidays to be taken in Britain.

● A charge card for travel and entertainments expenses which helps companies keep track of these costs launched

earlier this week jointly with Diners Club.

● Special offers to popular destinations if holidays are booked before 10 am through a travel agent.

● A frequent flyer programme for regular travellers – called Latitudes – which uses BA's existing Air Miles operation to enable travellers to accumulate points for a free flight.

Strong and his colleagues have a number of other ideas for keeping interest alive during the summer months which he is keeping under wraps at present. But trade speculation suggests they are likely to include special offers this summer for the 5m people who applied for the free flights.

"Although initially there was euphoria after the war ended, we know it's going to be a tough summer for the travel business," admits Strong. "The war only brought to a head the

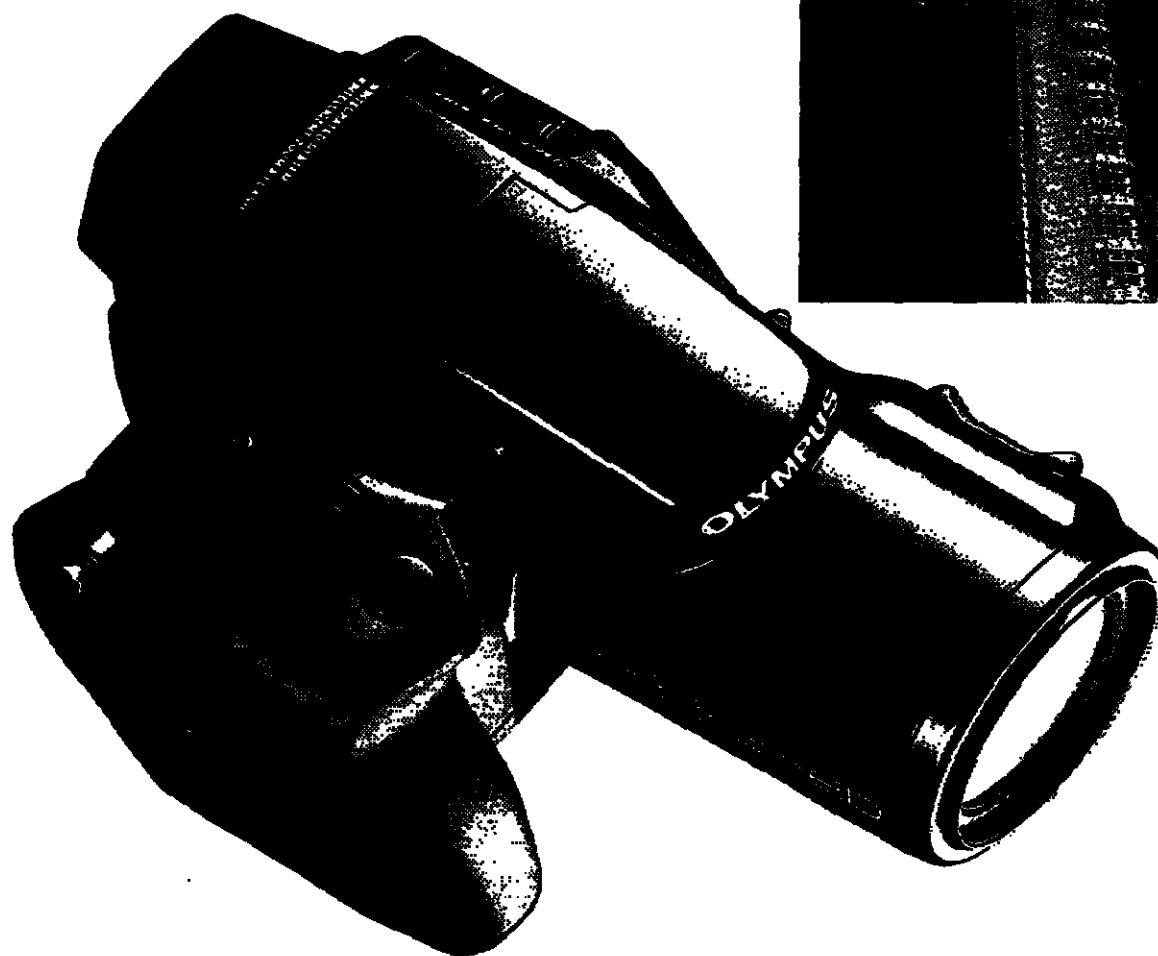
problems caused by the recession in the US and UK and a slow-down in the Japanese market."

Moreover, after many years when BA has faced little effective competition on the lucrative North American routes, it now has to compete against American Airlines and United, two of the US's strongest carriers.

The real test will come over the next few months. But Strong is confident enough to believe at this stage that no similar initiative will be needed in the autumn of this year. But he already has teams working on marketing plans for late 1992 when the competition across the North Atlantic will be in its second year and even more intense. "We can't afford to rest on our laurels," he insists.

David Churchill

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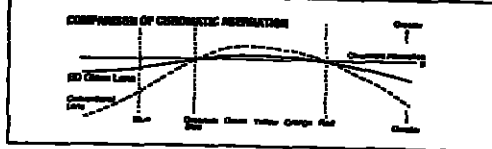
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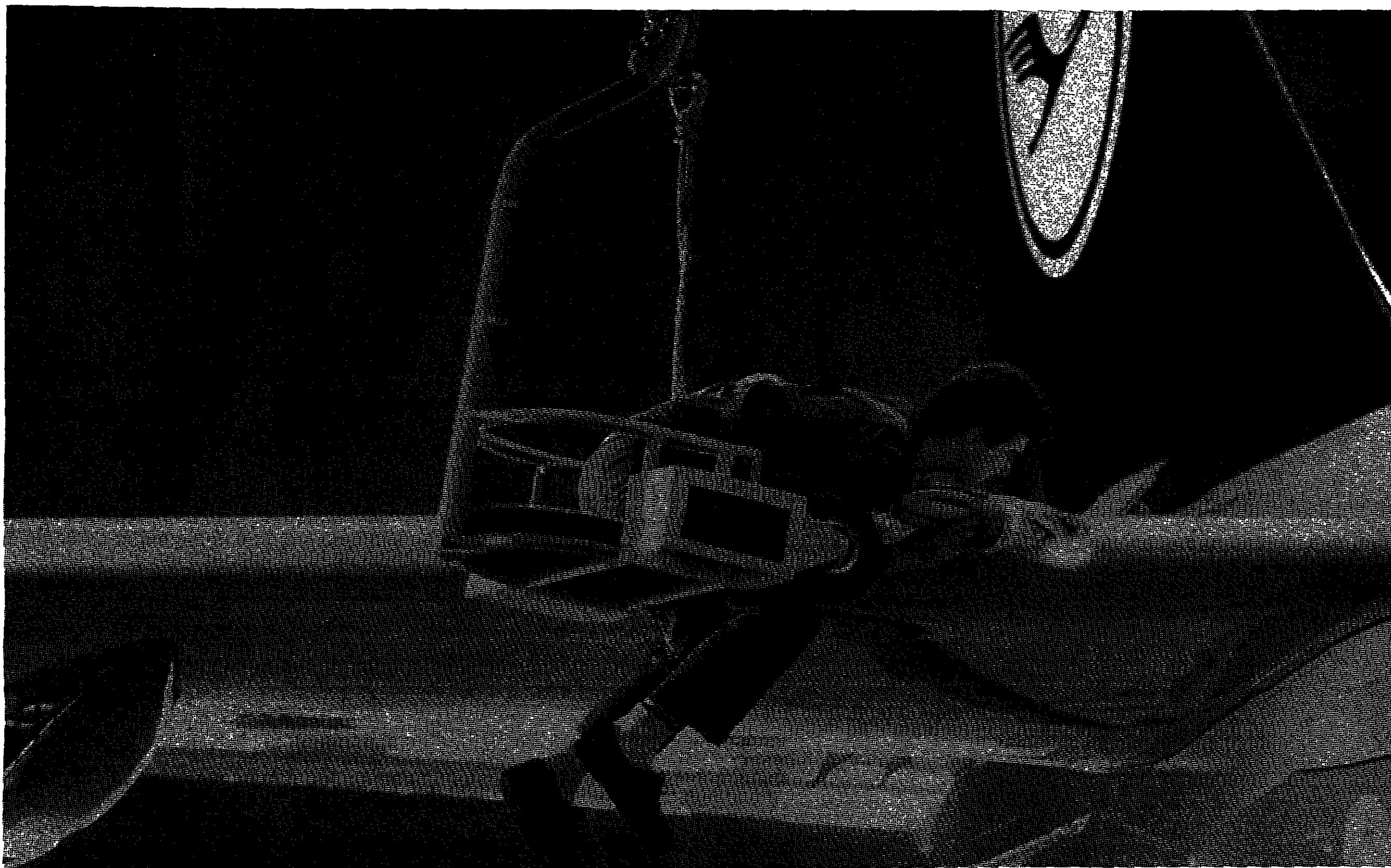
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## TECHNOLOGY

## Barley chews the fat

Most people do not eat barley - they drink it in the form of whisky. But David and Victor Lewis, who run an independent research and development operation for food products and processes called Byron Agricultural, of Sydney, intend to change that.

Waxy barley - so called because it has opaque waxy-looking grains - may be just what the food-conscious, cholesterol-cutting public wants. The barley contains high levels of beta-glucan, a soluble fibre which has been shown to help reduce cholesterol levels.

David Lewis has developed a process for making expanded products (like puffed wheat and rice) from waxy cereals. Rex Oram, a plant breeder at Australia's Commonwealth Scientific and Industrial Research Organisation (CSIRO), provided Lewis with waxy barley to try out his process. One type worked well and they named it Waxiro.

Kellogg Australia entered into a deal with CSIRO and Lewis to use the grain in its cereal products. "The key thing is that Waxiro is high in soluble fibre, as high as oat bran," says Geoff Holdsworth, Kellogg's product R&D manager. "But this is a whole grain. It is much nicer to eat a whole grain than bran."

Kellogg made a barley oat bran-flake known as Balance, although the marketing still focuses on the oat content. The flake product is relatively easy to make because the whole grain and bran bind together easily. Waxiro also has a relatively low fat content - 1 per cent compared with 9 per cent for oats, and is cheaper than oat bran.

An interesting aspect of the technology is the use of enzymes. "We've found we can get unique effects on crispness and texture of grains by using enzymes at very low moisture content," says David Lewis.

The method is a straight-line process, not batch process, and uses similar enzymes to those which convert the starch in barley to malt. This is what makes the flakes light, he says, and allows them to be made with whole grain products.

Geoff Tansey

Corporate computers are being subjected to a wave of intense scrutiny as the recession underlines the importance of getting value for money. Harsh conditions have forced IT departments in both private and public sectors to renew their efforts to cut costs and to reassess their potential for making their parent organisations more profitable.

Since January, British Rail and Barclays Bank have turned their IT arms into commercial businesses offering services to external clients as well as to their own companies, while at the Post Office, the computer department has laid itself bare to outside consultants who are studying whether computer users within the group's three main businesses would be better off going to an independent computer services supplier.

Handling the day-to-day running of IT to another company in this way is known as facilities management (FM). Such deals are still the exception rather than the rule - though a recent survey in FM, published by the UK in 1987 to a forecast of £370m this year, according to market researchers Rometec, has increased the pressure on IT departments to prove their worth. Some IT managers see FM as a threat to their own internal services - being asked about it by the company board may be a catalyst for internal reorganisation.

In the public sector, FM has grown particularly fast. The local government IT managers association (SOCIIM) has set up a working party to evaluate FM. The Computing Services Association, a trade body with many FM suppliers among its members, has prepared guidelines which it plans to publish this month designed to weed out cowboy operations.

Some clients feel FM gives them more control of their IT by taking items off the balance sheet and pinning down costs with fixed-price contracts. For other groups, however, IT is seen as so central to the business that contracting it out like the canteen food is unthinkable.

If a company is reluctant to bring in an outsider for reasons of control or security, but still wants to benefit from the commercial ethos of FM, it may consider turning its own IT operation into an FM supplier.

Just over a month ago, Barclays Bank did just this. Barclays says it has set up a new unit, Barclays Computer Operations (BCO), a "quasi" company - a profit centre that will bid for work outside the Barclays group. The unit's main objective, however, is to improve the provision of computer operations to Barclays itself.

The IT department provides computer power to the whole Barclays group with the exception of investment bank Barclays de Zoete Wedd and consumer finance division Mercantile & Credit.

"One of the big problems I have had as a monopoly is that my [internal] clients don't perceive that they're getting value for money - they think

## Eat at home or take away

Ian Holdsworth looks at whether you should buy in IT services or turn your computer department into a business

they may be getting ripped off," says Bruce Hotter, BCO's managing director. "If you tell them: you've got to reduce your cost base but, by the way, you're locked in to the Barclays IT department, they'll just say - what do you expect me to do about it?"

Some of Hotter's internal clients have already achieved savings through taking user fees - making sure new technology is actually used as it becomes available. There have also been concerted drives to iron out the inefficient peaks and troughs of computer use that tend to reflect monthly financial cycles. But, despite measures like these, there was a growing feeling that clients should be allowed to contract out, and Barclays took that as its cue for putting the whole computer operation on to a more commercial footing.

BCO will try to make a profit only from its external clients. Internal users will continue to be charged on a pure cost basis, but they will face changes. In particular, pricing will become more differential so that users will be able to choose between cheaper and more expensive options.

A company with a different perspective on the merits of FM is BOC, the UK industrial gases group. In the 1980s the company decided to sell spare capacity on its mainframe by acting as a bureau service to other companies. When BOC decided to

How do you cut the costs of running your computer operations without jeopardising the long-term efficiency of your business?

As the recession continues to dog companies of every size, commentators and academics have devised their own formulae for getting the best out of IT at the least cost.

● "Cancel the purchase of any more PCs and make better use of the ones you already have." Is at the top of the list compiled by Martin Healey, of Technology Concepts, in Cwmbran.

"Fifty per cent of PCs are not used to capacity," Healey points out. The costs of just supporting PCs is £2,000 (£1,100 per user per year).

● Rationalise your storage media, says Joe Wilson, sales director for PA Consulting. Companies with several levels of file back-up should question whether they are really

withdraw from this market in the 1980s, it sold the operation, Datasolve, to Thomson EMI, and became a spin-off company's largest customer.

However, when the contract came up for renewal in the early 1980s BOC decided the time was right to bring IT back in-house. Today, it believes that IT's place is under the fingertips of the board, though there are certain individual activities which it says it would still consider contracting out.

Paul Bosconnet, BOC's deputy chairman, believes that the company made a considerable savings by bringing IT back in-house, but he says this was secondary to the gains in competitive advantage. "In the 1980s the use of IT in our business became much more intensive. Originally it was fairly mundane - paying creditors and running the payroll. But then when we started doing order entry and planning our distribution, IT became much more critical. You can probably get by without paying a supplier for a day or two - but if something goes wrong when you're working on-line with a customer then there's a feeling that you've lost business."

BOC's computer activities have become spread around the world on a number of different systems from different vendors - whereas 10 years ago it was all concentrated on the UK mainframe. "If we went back to Datasolve, where they would have dom-

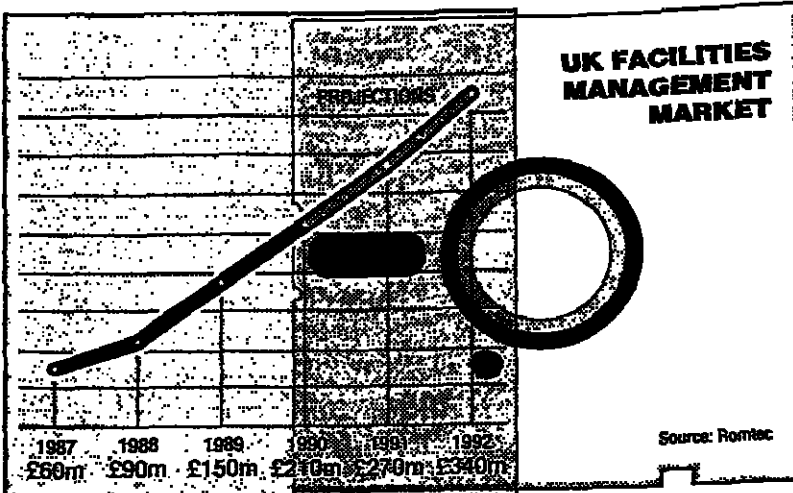
nated our business 10 years ago, they would now have a much smaller part of the total."

The British Broadcasting Corporation is also determined to run its own IT. It considered and rejected FM two years ago but believes the process of putting IT out to tender was an invaluable exercise.

The IT department's customers are computer users in various parts of the corporation who develop applications using the raw power which the IT centre provides. They have to pay to use the IT service, but are free to go elsewhere. "We don't expect to make a profit for the BBC but we are expected to recover our costs," says Bryan Parlett, IT operations manager.

Several FM companies tendered for the BBC contract and Parlett drew up a list of the most common financial benefits that they claimed to offer. He concluded that all of these savings could equally be obtained in-house.

Most of the FM companies saw potential savings in moving the BBC to more modern, powerful hardware and through cutting staff by about a third. The BBC agreed - and followed this course independently. In the last two years it has replaced its ICL 2900



Source: Rometec

Most of the FM companies saw potential savings in moving the BBC to more modern, powerful hardware and through cutting staff by about a third. The BBC agreed - and followed this course independently. In the last two years it has replaced its ICL 2900

go for a cheap and simple system, says Wilson. "There are often desk-top solutions these days which can do the job. It's worth looking at PCs even as just a short-term solution - to see if it works out."

● Most businesses also point to outsourcing or facilities management to introduce a mechanism for the control of spending (see main story).

● To pin costs of new systems down more accurately Healey says you should calculate the cost of the complete system, not just the cost of computer hardware. Training, for example, can prove an expensive cost.

● Streamline the software you have. Spending some cash to convert the software to run on a compiler can cut the costs of maintaining the software quite drastically.

Della Bradshaw

## Cat-scan takes on a new life

In 1971 EMI scientist Godfrey Hounsfield's brain-scanner gave neurosurgeons their first glimpses inside a living brain without breaking the skull. Computer-assisted tomography (Cat) was the invention for which Hounsfield shared the Nobel prize for medicine in 1979.

In the 1980s Cat-scanning using X-rays was displaced in medical diagnosis by the wider method of magnetic resonance imaging which uses no radiation. But Cat-scanning continued to be developed as a non-destructive test process for peering deep inside complex assemblies, especially when they are encased in metal.

The essence of Cat-scanning is to take several X-ray images of the object from different angles, and process the information on image density by computer. In this way a 3-D simulation is created which can reveal, for example, the location of a brain tumour.

Lawrence Livermore National Laboratory in California, one of the US Department of Energy's nuclear weapon design centres, has developed novel methods for examining specific situations.

With explosives, for example, the technique can find cracks or voids that would impair the efficiency, can verify its density and ensure that the substance had been properly mixed. One of several different Cat-scanners designed at Lawrence Livermore examines the insides of nuclear weapons.

Another collaboration is with the University of California at Davis. Experiments are under way to determine what substances a Cat-scan might reveal in soil samples. So far, tests have shown that the scan can detect cotton seed and locate voids as small as 300 microns across.

Another topical challenge is the rapid inspection of large drums of radioactive waste before their long-term disposal, to provide assurance on their radioactivity level. Much of the waste from US sources is incorrectly identified at present, because the customary means of characterisation cannot certify that they can be classed as low-level or non-radioactive.

David Fishlock

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## Light at end of Europe's software tunnel

By Brian Napier

SOME THREE years after the publication of its green paper on the legal protection of computer programs, the European Commission is within sight of realising its grand objective.

Following an intense exchange of views involving manufacturers, Community institutions, and diverse interest groups, the Council of Ministers last December unanimously adopted a common position with regard to the Commission's proposed directive setting out the principles for copyright protection for software.

The parliament has this week given second consideration to the directive embodying the council's common position.

Barring accidents the proposed directive should be ready for adoption by the summer. Changes in domestic law to comply with the new standards will have to be in place by January 1993.

The proposed directive is ready to be adopted by the Council of Ministers. It is a landmark in the history of the European software industry, which itself provided the model for many of the individual provisions.

Computer programs are classed as literary works and are granted copyright protection provided they pass a test of "originality" (ie, not copied). The copyright holder (developer) is given a clutch of "exclusive rights", the most important of which is the right to reproduce, adapt and distrib-

ute to the public the work which the program constitutes. Control ceases, however, when a copy of the program is sold, so that post-sale distribution of that copy is left to the purchaser's will - except in the case of rental to the public, where a specific exemption is made.

The piracy of computer programs will thus, under Community law, be equated with the illicit copying of books, sheet music, films or other works already regulated by copyright.

Given the value of the software market to Europe - about \$400m in 1989 and employing more than 300,000 workers - this looks like a big step.

However, all EC countries already acknowledge the intellectual property rights of software developers under their domestic law.

Thus the real advance made by the directive lies not so much in giving protection, but in the harmonisation of these different national laws, to create the "level playing field" judged necessary for the completion of the internal market.

At the heart of the controversy over the proposed directive lies the problem of reconciling conflicting interests. The Community needs a secure and stable legal environment in which the European software industry can continue to thrive.

In particular, clear rules are needed to specify the extent to which a program developed by

one software producer can be copied, adapted or limited by another developer or user.

The Community institutions, like the member states and all other developed countries, have settled on copyright protection as the best mechanism for striking a fair and realistic balance between developers, competitors and users.

To be sure, the accepted principles of copyright law have had to be modified to take the special status of software into account.

For example, the making of back-up copies of programs (which could in principle be prohibited under the conditions on which software is marketed), is under the proposed directive, given as an unqualified right to users where a back-up is necessary for the use of the program.

But the core principles of copyright provide the basis for the regime being put forward for approval.

One issue that has been vigorously debated in the run-up to the use of the program is whether there should be a specific exception to copyright protection to allow a process called decompilation.

This involves taking a program to bits in order to see how it is made and works. Because decompilation means that one or more copies or translations of the program being studied have to be made, the activity could involve a breach of copyright by those who engage in it.

Therefore, it has been argued, a specific exception should be enacted in the directive to legitimate such behaviour.

Some believe that decompilation is necessary in order to achieve "inter-operability" - making different programs work together.

At the same time, however, decompilation also makes it much easier for a competitor to develop a rival program - in effect, a disguised copy.

Where decompilation is improperly used, it allows a competitor to produce a low-cost imitation by avoiding the development expense that the original creator has incurred.

After the Commission first published its proposal for a directive, some manufacturers and developers urged the addition of a broad exception allowing a decompilation without the permission of the copyright holder.

Others argued that such an exception, lacking adequate safeguards, would have posed a great risk to both large and small European software houses that are a key engine of software competition in the Community.

A new program achieves market acceptance because it satisfies user needs and protects a means of protecting the software houses that are a key engine of software competition in the Community.

That stimulates competitors to try to imitate it. Because the independent writing of such imitative programs takes time, the initial innovator has the opportunity to reap a fair return on the costs and risks of

the original program.

If competitors were allowed to take a short cut to developing imitative programs by decompiling original software, the opportunity for the innovators to earn a fair return on their investments would narrow.

The law would favour imitation over innovation - a formula for stagnation.

The compromise in the council's common position is to allow decompilation but to limit the purpose for which it can be undertaken.

Specifically, decompilation can be performed only for enabling independently created programs to work with each other.

The copyright owner's permission is not needed where the reproduction of the code is indispensable as a means to achieving this result, provided:

- the act is done by the person having a right to use a copy of the program;
- the information necessary to achieve inter-operability has not previously been made available; and
- the acts are confined to those parts of the original program necessary to achieve inter-operability with it.

Furthermore, the information so gained may not be used except for the purpose of achieving inter-operability; it must not be given to others (except where necessary for inter-operability); and it may not be used for the "development, production of marketing" of a pro-

gram substantially similar to the original program.

The compromise represented by the council's views on the decompilation exception continues to embody a measure of risk for software producers.

Whether or not this exception to traditional copyright principles will open the door to piracy remains to be seen. Despite this, the directive should go far in providing within Europe the safeguards which are needed to sustain lengthy and expensive software development projects.

Whether the council-commission's common position achieves a fair balance between competing interests remains a matter of opinion.

Nevertheless, no one can claim that the issues have not been properly ventilated, and the industry deserves a rest from reconfirmations.

Should there be a case of an abuse of a dominant trading position by the industry giants then the Commission has other weapons of Community law (Articles 85, 86) at hand.

As far as the UK is concerned, the balanced approach of the present version of the software directive appears to be in line with the approach taken in the 1989 act.

Thus, adoption of the directive might not require extensive legislative amendment in Britain.

The author is a professor of law at the University of London.

## Concluding digest of Hilary Term cases

IN RE HARRODS (BUENOS AIRES) LTD (FT, March 26)

BY a majority the Court of Appeal allowed an appeal against a refusal to set aside proceedings served against Intercomfinanz SA brought by a minority shareholder, Ladenimor SA.

The appeal had alleged that the company's affairs were being conducted in an manner which was unfairly prejudicial to its interests.

The company was incorporated in the UK and made returns to the Companies Registry.

However, it had its registered office in Argentina from

where it conducted its business.

At first instance the judge had found that while the Argentine court was the one with which the dispute had the most real and substantial connection. Nevertheless the remedy under section 459 and 461 of the Companies Act 1985 was such that leave to proceed in the UK should be given.

However, the Court of Appeal stated it was not established that the remedy available in Argentina was significantly of less value than the UK remedy.

A stay should be granted because of the very close ties between the case and Argentina and the huge advantage of holding the trial there.

OFFICE ANGELS LTD V RAINER-THOMAS AND ANOTHER (FT, March 27)

THE plaintiff employment agency stipulated in its contracts with its own employees, *inter alia*, that the employees would not, within six months after termination of employment, "engage in... the business of an employment agency in Greater London within a 10 kilometre radius of the branch where she had been employed (clause 4.5(b))."

In allowing an appeal against a decision that the restrictive covenant was valid with regard to clause 4.5(b) by the defendants, who were former employees of the plaintiff

and who had set up their own business, the Court of Appeal stated that while a covenant containing a territorial restriction in a suitably drafted form might well have been justifiable as a means of protecting the company's connection with its pool of temporary workers, a covenant containing territorial restriction was not necessary or appropriate for protection of its trade connection with clients.

Furthermore, the clause placed a disproportionately severe restriction on the defendants' right to compete with the plaintiff after leaving its employment.

It also went beyond that which was reasonable in the parties' interests.

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## A risk worth taking

THE decision by the US, Britain and France to send troops to northern Iraq to ensure the safety of hundreds of thousands of Kurds has been taken to prevent a human disaster of horrifying proportions. These people, who have been stranded on the Iraqi border in appalling conditions, have preferred to risk starvation and death in the icy mountains rather than face the wrath of President Saddam Hussein's forces by returning home. The only way to save them is to persuade them to come down from the mountains and that they will only do so if their security is guaranteed.

Mr John Major, the prime minister, must be given the credit for mobilising not only his European partners, but ultimately a clearly reluctant US president, in support of at least the main elements of his safe havens plan. However, Mr George Bush's initial reactions about the original British proposals were entirely understandable. The suggestion that the fleeing Kurds should return to their home towns and villages under the military protection of allied forces on the UN over a very substantial area of Iraq, could be seen as the first step towards the creation of an autonomous Kurdish region. Worst of all, it risked directly involving the US and British troops in internal affairs for years to come and thus provoking the hostility of most of the Arab world, including the coalition partners in the Gulf conflict.

## Military involvement

Though the plan that was finally adopted is still full of hazards, the risk of permanent military and political involvement by the US, Britain and France in the domestic affairs of Iraq has been reduced. The forces which will be sent to safeguard some five to six refugee camps in northern Iraq will be relatively limited. The US is sending 5,000 to 10,000 troops and Britain no more than 1,800. Both Mr Bush and Mr Major have stressed the intended temporary nature of the operation - perhaps two to three months - and their desire to hand over responsibility for ensuring the safety of the Kurds to the UN as soon as possible. They have once again

emphasised that it was not US or British policy to break up Iraq into separate states or to get involved in internal political quarrels, but only to deal with an urgent humanitarian need.

It is right that these good intentions should be underlined publicly. But it is equally necessary squarely to face the dangers inherent in the joint military action. Though Washington and London sound confident that the Iraqis, while denouncing the allies for intervening in their internal affairs, will in practice do nothing to hamper it, that cannot be taken as a foregone conclusion. Even an isolated shooting incident, either between Iraqi and allied troops, or between Iraqi and Kurdish rebel forces, runs the risk of reigniting a conflict which most people thought had come to an end with Baghdad's acceptance of the coalition's tough ceasefire terms.

## Legal authority

Neither is it possible to ignore the fact that the decision to send troops to northern Iraq has been taken by the three governments in question without the specific sanction of the UN, which provided the anti-Iraq coalition with its much-vaunted stamp of legitimacy throughout the Gulf conflict. The claim by the US and Britain that Resolution 688 gives them the necessary legal authority for their move is controversial, to say the least, and is unlikely to convince either China or the Soviet Union, both permanent members of the Security Council. The UN itself, which reported yesterday that it had reached agreement with Baghdad to set up "humanitarian centres" in northern Iraq, said its initiative could be undermined by the unilateral action.

No one should thus be under any illusion about the political risks of a humane move which cannot in any case provide more than a very short-term answer to the Kurds' plight. The problem of their long-term security and identity will remain as acute as always after they have been fed and cared for and the allied troops have returned home. Over this matter, the coalition partners can exercise only the most modest influence.

## A manifesto from the CBI

WITH so many manifestos in the air, a British general election cannot be far away. On Tuesday, the Labour party published its draft policy paper. Yesterday, it was the turn of the Confederation of British Industry to set out its thinking on the way ahead in a mercifully rather brief document entitled "Business Agenda for the 1990s".

The most immediately striking feature of the CBI's publication is how far its recommendations are congruent with Labour's stated priorities. Both organisations emphasise the need to increase industrial investment, strengthen manufacturing, improve education and training, promote research and development and modernise the national infrastructure - all within the framework of prudent public expenditure policies.

There are inevitably differences between the two positions, though in terms of measures specifically directed at industry these are mostly of detail and degree. CBI members no doubt still worry about the depth of Labour's new convictions, but the overall impression from the document is that British business finds the prospect of life under a Labour government far from unsettling.

That, of course, says much about the changes which have taken place within the Labour party in recent years. But "The Business Agenda for the 1990s" also reflects changed attitudes in the CBI. A decade ago, it was clamouring for corporatism and interventionism as the solutions to recession and flagging competitiveness. Today, to its credit, the organisation has forsworn pleading for short-term palliatives and given pride of place to the reduction of inflation.

## Sterling parity

"Business Agenda for the 1990s" contains scarcely a whisper about the level of short-term interest rates or of sterling. Indeed, it explicitly endorses the maintenance of sterling's parity within the Exchange Rate Mechanism as an essential competitive discipline and calls for the adoption of narrower bands. "There must be no return to the cycle of inflation and devalu-

tion which characterised the decades of Britain's relative decline," it declares. It is equally forthright in rejecting trade protection and direct subsidies, while accepting that industry must shoulder much of the responsibility for improving its own performance by raising standards of management practice and training.

This realism is welcome. However, "Business Agenda for the 1990s" is not primarily a document on the virtues of economic liberalism. It is a lobbying document. And when it comes to making specific demands and proposals on behalf of industry, it is less coherent and rigorously thought through.

## Economic strength

For instance, the high level of British gross domestic product devoted to consumption is lauded on page one as a sign of economic strength, only to be criticised a few pages later as a diversion of resources from savings and investment. The document is equivocal about corporate takeovers, lamenting their contribution to short-termism while at the same time calling for a more open market in the rest of Europe. Its arguments for giving more emphasis to manufacturing are unconvincing. The CBI also, like both main parties, is less than clear how its demands for increased government investment in education and infrastructure and for tax breaks for industry can be financed within the framework of tight public expenditure.

However, these are relatively minor inconsistencies. The major bigger question is how far British industry has absorbed the implications of the document's central message about the paramount importance of controlling inflation. In that respect, the government's priorities are set. The onus now is on the private sector. But the signals to date are mixed: this week saw statistics showing a stubbornly high factory-gate price and a 14 per cent annual rise in executive pay. The CBI may protest that it cannot influence its members' actions. But it cannot expect to be taken seriously by governments until they are seen to be delivering on their side of the bargain.

For Mr Robert Maxwell, the international media baron, the flotation of his UK tabloid Mirror Group Newspapers, announced yesterday, is something of a hat-trick. Mr Maxwell's empire has been built on three pillars: the Pergamon publishing company, Maxwell Communication (MCC) and the Mirror group. Last month he sold Pergamon to the Dutch group Elsevier; in three months he resigns from the MCC board; and now the Mirror group is going public.

Whatever the 67-year-old Mr Maxwell has in mind with all this, it is certainly not retirement. Though he is leaving the board of the publicly-quoted MCC, he remains the controlling shareholder and is installing his son Kevin in his place. Another son, Ian, will be his deputy at Mirror group.

Asked yesterday why he intended to retain a majority holding of Mirror group after flotation, Mr Maxwell termed that a silly question. "I will not," he said, "so long as I am alive, be in a public company in which I or my family have less than 51 per cent. I learned my lesson from Pergamon (of which he briefly lost control in the late 1980s)."

In which case, it might fairly be asked why Mr Maxwell wants to return to the public arena at all. The answer may never be known in detail, for such a high-profile figure, Mr Maxwell has a remarkable talent for secrecy. Part of the answer, though, can be summed up in one word: debt. It is impossible to be precise here, since Mr Maxwell's public and private finances are intricately entwined and his private affairs, as he will forcefully tell the enquirer, are his own business. But at the root of it lies MCC's £1.5bn acquisition of the US publisher Macmillan in 1988. Like his rival Rupert Murdoch, Mr Maxwell was swept up in the rush for media assets in the late 1980s. Like Mr Murdoch, he borrowed hugely to pay for them. And like Mr Murdoch, he nearly came to grief as a result.

Late last year, MCC had to come up with £210m of short-term debt repayment. Most of the money was produced by the simple expedient of selling assets from Mr Maxwell's public pocket - MCC - into his private one, Mirror group.

This left Mirror group heavily borrowed. Indeed, the balance sheet as it now stands shows almost no tangible net worth at all. The money was produced by the simple expedient of selling assets from Mr Maxwell's public pocket - MCC - into his private one, Mirror group.

It cannot be denied, though, that Mr Maxwell's peculiar financial

arrangements have given him a certain flexibility. Mr Murdoch came up against the same crisis of debt repayment at around the same time last year and had to throw himself on the mercy of his bankers. As Mr Maxwell pointedly remarked yesterday, "you will notice that Mr Maxwell has not been having any meetings with his bankers. My next meeting will be in October 1992".

The numbers cannot lie," Mr Robert Maxwell, the publisher, said yesterday at the market-launch for the flotation of Mirror Group Newspapers.

Its flagship, the Daily Mirror, may be famous for its witty words and punchy pictures but it was the numbers that held sway - money paid, money invested, money made. Mr Maxwell is trying to raise about £250m from floating 45-49 per cent of the company partly to pay off debt of more than £200m.

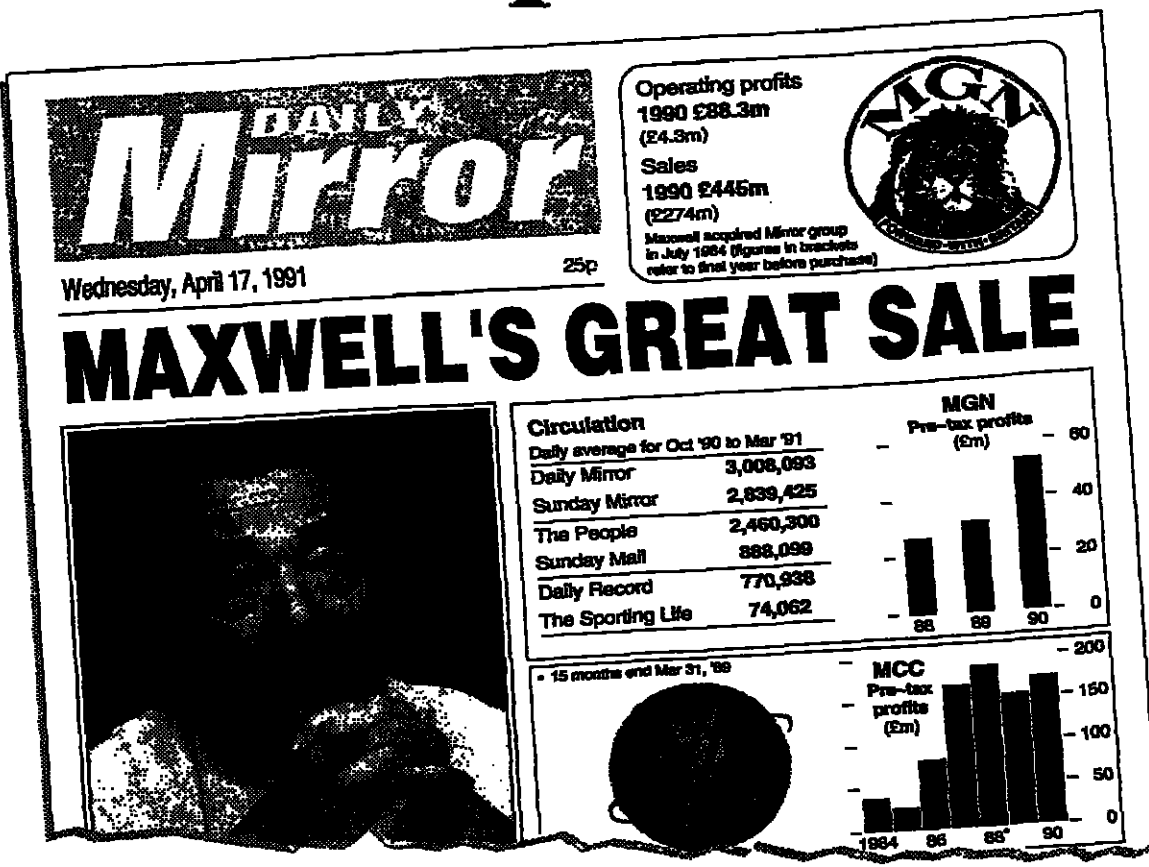
The irony is that Mr Maxwell, long thwarted in his attempts to become a national newspaper owner, was only able to buy the Mirror group in 1984 because S G Warburg, the merchant bank, had advised its then owner, Reed International, that it could not go ahead with a flotation.

He paid £118m for the group, but £23m of that was an interest-bearing loan, so the real price was £95m. On top of that the premises were then estimated to be worth £10m. In the final year of its ownership, operating profits at the Mirror group had been £4.3m on sales of £274m. Last year operating profits were £88.3m on sales of £445m.

When Mr Maxwell took over the

Tony Jackson analyses the background to the flotation of Mirror Group Newspapers

## A fresh chapter in print



On the assumption that the flotation and the £440m sale of Pergamon finally put Mr Maxwell's finances back on an even keel, it is a good time to take stock of his empire. The best place to start is the Pergamon publishing business, which formed the empire's foundation.

There can be no question that Pergamon represents a significant achievement. It was founded on the

perception - simple with hindsight, like all the best ideas - that academic and scientific journals represent an ideal commercial marriage between contributors who write for advance, Elsevier, which has just bought Pergamon, is one of the shrewdest European publishing houses. Its price of £440m therefore represents the best evidence of Mr Maxwell's

## From doldrums to new dawn

Raymond Snoddy examines the turnaround at MGN

group, it seemed as if the best days of the Daily Mirror were far behind it. It had sold The Sun to Mr Rupert Murdoch, thus creating a ferocious competitor. Reed has since admitted that it did not feel able to take on the apparently invincible print unions and their exorbitant costs. In pre-Maxwell days, the Mirror's headquarters in London's Holborn were called a "mink-lined coffin", a reference to the newspaper's image as a declining title that was still overexpanding.

Its transformation has been remarkable. In January 1986 Mr Maxwell reached agreement with the print unions - backed by closure threats - to shed 2,100 jobs, nearly two months before Mr Murdoch's dramatic move of his titles to Wapping. Costs have gradually been squeezed by Mr Maxwell's home-grown management. The operating profit margin rose from 14.6 per cent in 1988 to 15.8 per cent in 1990. Since 1985 the

full-time labour force on MGN titles - including the Sunday Mirror, People, Scottish Daily Record, Sunday Mail and Sporting Life - has fallen from a yearly average of 7,335 to 3,726 last year.

Apart from his deal with the print unions, Mr Maxwell has made at least one other key contribution to the turnaround of the group's fortunes. He spotted very early the importance of colour to the future of popular newspapers. He was nearly two years ahead of Mr Murdoch when he introduced colour in 1988. This move has sustained group advertising revenue in the face of the sharp recession for a decade.

Mr Maxwell exuded optimism yesterday about the future of the popular press and clearly does not take kindly to anyone who suggests otherwise. In January, Mr Roy Greenalade, then editor of the Daily Mirror, told UK Press Gazette, the newspaper

industry journal, that he worried about its future. Mr Maxwell revealed that this unauthorised pessimism was one reason the two parted company last month.

But the overall picture seems to support Mr Greenalade. It is one of declining circulation, increasing competition from television, Mr Maxwell's £500m investment in re-organisation and colour presses and inserting equipment has meant, however, that the Daily Mirror has had a smaller fall in circulation than The Sun.

In 1988 the Sun had average sales of 4.14m compared with the Daily Mirror's 3.11m; the Daily Record was at 771,000. In 1990 the Daily Mirror was at 3.008m, the Daily Record on 770,938 and the Sun had slipped to 3.89m. In the first quarter of this year the Daily Mirror on 2.98m and the Daily Record on 769,000 were together just ahead of The Sun with a

ability to create value from scratch. The history of MCC is perhaps a little more chequered. Its roots lie in the old British Printing Corporation, which Mr Maxwell took on when it was on the point of collapse in 1981. Mr Maxwell is wont to claim as his proudest achievement the rescue of the UK printing industry. There is a degree of exaggeration here - for example, he relied partly on plans laid down by others - but his energies were vital to the project's success.

But almost all of this was jettisoned in 1988 to raise cash for the acquisition of Macmillan and Official Airline Guides in the US. This was neither a rescue nor building from scratch, but an exercise - characteristic of the late 1980s, though on the whole uncharacteristic of Mr Maxwell - in gaining control of businesses built up by others and using other people's money to do it.

The result of this has been mixed, in stock market terms particularly. Those who had bought shares in the near-bankrupt BPC at the time of the rescue would have profited handsomely. But since the mid-1990s, the share price performance of the renamed MCC has been fairly catastrophic.

In the past few weeks, ahead of the Mirror flotation, they have produced a remarkable and slightly mysterious recovery. Even so, they have lost half their value relative to the UK market since their peak in 1984.

That leaves the Mirror itself, whose recovery under Mr Maxwell is detailed below. Here, too, as with BPC, Mr Maxwell's achievement is undeniable. Judging by the prospectus, the business is running at a fair pitch of efficiency; though for investors, of course, this raises the obvious question of how much scope there still is for rapid growth in profits.

At present, Mr Maxwell is engaged in his latest high-profile rescue, that of the New York Daily News. Very probably, he will succeed at that as well. Given the history of achievement, the question naturally arises of why he remains such a distrusted figure in financial circles, so remote from the establishment scene.

The answer given by Mr Maxwell himself at yesterday's press conference - that the British have success - does not bear inspection.

The real reason probably has more to do with Mr Maxwell's highly complex personality: the secrecy, the deviousness and the refusal to conform to expected behaviour. His sons appear much more conventional figures, so perhaps the Maxwell empire will form part of the establishment in the long run. British commercial life will be the duller for it.

circulation that had fallen 3.73m. Despite its gentle circulation slide the Daily Mirror still has a 3.45 per cent share of the national popular newspaper market and operating profits are up for the first quarter of this year compared with the same quarter last year. The improved performance has come from increased cover prices, the appeal of colour to advertisers, and inserting.

Two things are unlikely to change at a publicly quoted Mirror Group Newspapers. Mr Robert Maxwell will still be around despite his purchase of the New York Daily News which could be offered for sale to MGN before the year is out.

His part-time commitment to MCC as chairman "would likely be whatever an ordinary man does on a full-time basis", he said. The Mirror titles would also continue to support the Labour party unless it fell "yet again" into the hands of people who do not understand democracy.

Labour had at last seen things the Daily Mirror and Mr Maxwell's way, and had embraced Europe, and unilateral disarmament and shown the door to the left hand. "I played a small part in bringing them to heel or to book," said the MGN chairman.

## Open and shut case

Although the European bank for Reconstruction and Development is now well and truly inaugurated, merchant president Jacques Attali has as yet failed to fill what is probably its second most important position: the vice-presidency of the merchant banking division.

It is vacant because he could not land Ernest Stern, the World Bank senior vice-president, who was in line to be his number two. The job has to go to an American, and Attali says he wants someone with strong investment banking credentials. But he has decided to take his time in filling it, otherwise "the person would be happy for five minutes and I'd be unhappy for four years".

Indeed, the "excellent" recruit he seeks should not be nervous about working with him. "I've always thought that only weak people are afraid to work with strong people." Indeed, opinions about Attali and his bank seem even stronger than before this week's celebrations started. Despite a commitment to "openness", Attali has yet to come to grips with the concept. For example, he has been trying to limit - no doubt for good practical reasons - the access of the bank's 23-strong board of directors to the staff of the bank.

Or, finally, his suggestion that board members would be able to access staff only through him or one other person, the bank's secretary-general. Now he appears to be willing also to allow approaches through the bank's five vice-presidents. The topic is far from settled.

He has also made much about press freedom: a free press will be one factor which will condition the new bank's approach to operations in a borrowing country. However, the condition seems not to apply to the bank itself.

## OBSERVER

Copies of a newsletter, Annual Meeting News, published for the meeting were withdrawn from circulation because of the rude comments about Attali contained. A libel suit has been threatened.

## Gilt of the gab

Ireland's communications minister Seamus Brennan has gone one better than selling snow to eskimos. He's charging the Irish for blarney.

Whereas local telephone calls used to cost them a fixed sum regardless of length, they must now pay extra beyond a certain limit. But while Brennan has clearly hit on a goldmine, he's digging it more with a spoon than a shovel. The Irish has been set at quarter of an hour.

"It's very difficult for people in this country to complete a conversation in five minutes," a ministerial aide explained. "Even 15 minutes is asking a lot."

## OAP directors

What does Sir Lindsay Alexander (ex-chairman of Ocean Transport) have in common with Sir James Hamilton (former top civil servant), Sir Rowland Wright (ex-ICI chairman) and Quinton Hazell (who founded the company of the same name)?

Apart from getting a bit long in the tooth, they are all well worn directors of Hawker Siddeley who, unusually, have been promised an annual pension of £7,000 apiece on retirement.

It's the cosy sort of deal which would probably not be allowed in the statement of best practice for directors which the Institutional Shareholders' Committee is due to release later today. Non-executive directors are supposed to be independent



"I hope John Major never sits in my room with his back to the room."

souls. Awarding them pensions might be thought to mar their impartiality.

Hawker says the pensions reflect undertakings previously given to the directors concerned. In future, remuneration receivable by non-executive directors will not be pensionable.

## Wrong plate

Can Britain's best known financier do no wrong? A reader reported with ill concealed joy that he had just seen a posh Rolls Royce - licence plate HAN SON - clamped in London's Notting Hill Gate.

Had the good Lord Hanson proved humbly fallible at last?

Alas no. Although his carriages do have personalised number plates, his vice-chairman's office tells me the offending one is not among them. Perhaps it should be. Still on the subject of personalised number plates,

I see that Ken Warren, Conservative MP for Hastings, owns MP 1066. Presumably, if he loses his seat it will be amended to XMP 1066.

## Small business

Sir Michael Edwards, the South African-born entrepreneur, has always been a trouble-shooter in a hurry. With spells at Chloride, British Leyland, ICI, Mercury, and many others - where he led the abortive bid for Consolidated Gold Fields - he has tested his management skills on more famous companies than most executives. So it seems surprising he may soon join the board of troubled Perth Group, Britain's biggest maker of artificial Christmas trees.

Capitalised at just £2m, it hardly sounds big enough for Sir 3 1/2 Sir Michael. It does have a South African in charge, however, which may explain the interest.

## Q.E.D.

The pathfinder prospectus for the flotation of Robert Maxwell's Mirror Group contains this helpful note in the articles of association: "A Director shall be capable of being appointed or re-elected a director despite having attained the age of seventy or any other age and shall not be obliged to retire by reason of his having attained any particular age and Section 293 of the Act (relating to the appointment and retirement as directors of persons who are aged seventy or over) shall not apply."

Maxwell is nearing 68.

## Quickie

Heard about the man who took a speed-reading course? "Absolutely marvellous," he said afterwards. "I've just read War and Peace in 10 minutes - it's all about Russia, you know."

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## ECONOMIC VIEWPOINT

## Now forward to the 1960s

By Samuel Brittan



Gordon Brown: Labour's not-so-bright-eyed industrial spokesman

lectivism in central and eastern Europe, and the determination of electorates there to have no truck with a third way between communism and capitalism, are not even mentioned. The new Labour buzz word is "partnership". But there is no real change. The Conservatives are condemned for their refusal to "accept the case for an industrial policy". The authors tie themselves

**Can you imagine Brunel bothering to acquire an NVQ? Would he have passed if he tried?**

into knots saying that they will not try to pick winners and only succeed in convincing me that they will pick losers. (Conservative governments are no slouches at picking losers either, as we know from Concorde and the atomic energy programme.)

We still come across the assertion, particularly associated with Labour's overrated industrial spokesman, Gordon Brown, that manufacturing has an intrinsic importance

not enjoyed by other sections of the economy, such as services. This singling out of one type of activity is offensive to those of us who might sympathise with some of Labour's ideas on constitutional (and even budgetary) reform, who would like more redistribution in favour of the poor, but who will not be bullied into accepting sheer superstition. Nor is it a recommendation that some industrialists, who vote against Labour for pocketbook reasons, share the same fixations.

From here it is a natural step to a Manufacturing Investment Programme and tax incentives for companies to invest in science and technology parks. We are truly in the land of the expensive business cliché: expensive because financed by the taxpayer. There is of course to be a National Investment Board to bridge the "long-term investment gap"; and no doubt to retrace the history of the National Enterprise Board. Takeovers will be judged "not only by their impact on competition, but also on their impact on research and development, regional location, employment, export strategies and the environment". In other words, official committees are to second-guess economic decisions.

After that it is a foregone conclusion that British Telecom will not be sold off or that the Post Office is to remain forever a state firm. I normally suppress all iconoclasm on the sacred subjects of education and training. But what do you make of the following? "Although the National Council of Vocational Qualifications and Scotvec has

**Unfortunately it is still not possible for market economists to support Labour with a straight face**

done much good work, Britain is still far from a system of high-quality NVQs common across industry." It makes me sympathise with John Major's distrust of paper qualifications. Can you imagine Isambard Kingdom Brunel, who was responsible for the best railway architecture in the UK, bothering to acquire an NVQ? Would he have passed if he had tried? By comparison with the industrial section, Labour's treatment of Treasury matters

is almost benign. The National Economic Assessment will no doubt provide relief for commentators, as well as economists and statisticians.

Beware, however, of the top marginal personal tax rate supposedly of 50 per cent. If we allow for the abolition of the ceiling on employees' National Insurance contributions (in itself desirable) the marginal rate rises to 59 per cent. And if we take into account employers' contributions and consumer taxes, the effective top marginal rate could be well over 70 per cent. (It is 50-60 per cent even today, a point Conservative chancellors do not like my making.)

But it is the so-called social side that makes me most cross. For this is just where Labour is at its most stick-in-the-mud and my experience does not even welcome outside discussion, taking the attitude: "Please talk to us about European monetary union, but stay out of our own backyard when it comes to policy on poverty." No such territorial claim is going to convince me that an indiscriminate across-the-board increase in pensions of 25-28 per week, followed by upgrading in line with earnings is a cost-effective way of helping the worst off. And Labour's attachment to the National Insurance system and lack of interest in using the tax system to pay out benefits where they are most needed is worthy of Mrs Thatcher at her most reactionary.

As for the national minimum wage, starting at a half of men's median earnings, but eventually rising to two-thirds: this is an inbuilt engine for destroying jobs. The case for it is not strengthened by references to its prevalence in other Community countries where unemployment is high by both international and historical standards. To deny the connection between pay and jobs is like denying that water runs downhill. There are libraries full of empirical research which spells this out in detail.

Unfortunately it is thus still not possible for market economists to support Labour with a straight face. This is something about which I used to worry even at university when I was an active member of the Labour Club. I supposed this explained the tendency of Labour-sympathising economists to retreat into macroeconomics, which I myself occasionally still do in such circles for the sake of a quiet life.

A market economist might vote Labour for non-economic reasons or out of democratic belief in an alternation of parties. But nonsense remains nonsense, however progressive or unfunny one wishes to be.

## BOOK REVIEW

## Bridging the gap for the ordinary man

THE LESSONS OF HISTORY

By Michael Howard

Oxford University Press £17.50, 217 pages



Prof Howard: most urbane

that Neville Chamberlain and his generation grew up rooted in empire, not the European continent, which may help to explain some of their mistakes about Germany.

Again, Howard explains that one of the reasons why people expected the first world war would be short was that the last big European war, in 1870, had lasted only six months. He points out that it is a demonstrable myth that nazism was a natural extension of Prussia. Moreover, it scarcely occurred to anyone until towards the end of the 19th century that European conquests of territory had to be morally justified. On the contrary, conquest could be seen as a mission civilisatrice, or even a mandate from heaven, not even much resented by those conquered. It was the natural way of things.

Howard gives all the warnings, too, about the dangers of ethnocentrism: "Our awareness of the world and our capacity to deal intelligently with its problems are shaped not only by the history we know but by what we do not know. Ignorance, especially the ignorance of educated men, can be a more powerful force than knowledge."

On war, he cites Clausewitz and the "paradoxical trinity". This is composed of government, for whom war is an instrument of policy, the military, for whom it is the exercise of a skill, and the people as a whole, the extent of whose involvement determines the intensity with which the war can be fought. The problem is, as we know from the war in the Gulf, getting the

balance of those three forces right. It is as difficult for the war-maker as for those who try to stop him.

As an entertainer, Howard is full of intriguing facts. On the eve of the first world war, he notes that five out of the seven honorary degrees at Oxford were given to Germans, yet at the same time one in three of undergraduates had joined the Officer Training Corps in preparation for battle. The British army defended the use of the bayonet until the last partly because possession of it provided a moral incentive to use it.

Howard thinks that militarism was instilled into the British by empire, which had to be defended. Then he makes the wholly serious point that while wars used to be about territory, today people are more important than land. As an historian, Professor Howard has performed his own mission civilisatrice. As he himself warns, however, even historians are products of their own time. Howard would not, I think, have advocated Britain being a full part of the European Community from the Treaty of Rome onwards. He prefers nation states, in which he had his intellectual upbringing, to pastures new. Indeed if he were not so urbane, he might even have been a natural member of the Bruges Group. That is the only depressing comment that I have to make on a book by a very wise man.

Malcolm Rutherford

## LETTERS

## Future of the European Commission

From Mr Dick Taverner.

Sir, In the Brussels discussions about the future of political and monetary union, one important item has been left out: the future and effectiveness of the European Commission.

The Commission seems to have few friends in high political places. It is therefore worth bearing in mind how vital an effective Commission is to the Community's well-being.

The Commission is the only European institution which represents the interests of the Community as such, rather than those of the nation states. There are times when all states benefit from the assertion of this wider perspective.

The Commission has played a crucial role in the remarkable progress we have made towards a single market. Further, we would not be as close as we are to agreement about monetary union if it had not been for the Delors Report and the efforts of M Delors himself.

Whatever the nature of the new constitution which

emerges from the inter-governmental conference, the role of the Commission is likely to be more important than ever. There will be more majority voting in the Council, which enhances the Commission's role; there will be new fields in which the Commission will acquire the right to make proposals, a right which has been in part the basis of its influence.

But if the Commission is to perform these enhanced duties effectively, it must function better than it does now. The number of commissioners is too large.

I am told that on important issues a preliminary *tour de table* takes two-and-a-half hours. And there are doubts about the cohesion of the Commission as a body.

In 1979 the Spierenburg Committee (of which I was the British member) was set up to review the working of the Commission. Two of its central recommendations were to reduce the number of commissioners and to split the duties

of the presidency.

We recommended that there should only be one commissioner per member state. There are now 17, two for each of the larger states, and when Austria, probably Sweden, and possibly others join, the college will become unmanageable.

We also recommended that, to relieve the burden on the presidency, there should be a deputy president. The president would be concerned with strategy and represent the Commission on important matters inside and outside the Community; the deputy president would be responsible for organising and co-ordinating the Commission's internal work.

These recommendations are as relevant as ever. They should be revived as an important precedent to the future of the Community.

Dick Taverner, PRIMA Europe Ltd, 14 Soho Square, London W1

## Blind spot on the Dark Ages

From Mr Peter Clercy.

Sir, David Richardson, a tenant himself, appears to have missed a point. Tenant farmers fear return to Dark Ages, April 16). There is currently a massive subsidy in value terms from landlord to tenant. This is beyond doubt as the price of agricultural land subject to agricultural tenancy is generally half the value of the same land with vacant possession.

The minister of agriculture is proposing freedom of contract (on new tenancies only). For would-be tenants to claim some further rights over a landlord's freehold property is impertinent and illogical.

If the minister's proposals go

through, it is likely that there will be considerable opportunities for new lettings on a freely agreed basis. One might even arrive at the position, as is the case in commercial lettings, where a farm let to a good tenant is worth as much as it would be if in hand.

This point appears to have been missed by Mr Richardson and the tenant farming lobby which seeks a degree of influence over landowners' property completely unjustified by the circumstances.

Peter Clercy, managing director, The Lands Improvement Group Limited, 1 Buckingham Place, SW1

## Chemical mix-up was no laughing matter

From Dr A. Scott.

Sir, I have no doubt that many of your chemically trained readers experienced the same delicious *frisson* as I when they read Clive Cookson's item "Nitrous Acid gets last laugh" (April 10).

Suffice it to say that intratable confusion between nitrous oxide (laughing gas) and nitric acid (an entirely distinct compound known only

in an aqueous solution) rendered the entire article largely meaningless.

Nitrous and nitric acids are present as pollutants in atmospheric water droplets largely as a result of emissions of two other oxides of nitrogen (nitric oxide and nitrogen dioxide) from petrol combustion and other chemical processes. However, I was particularly entertained by the prospect of

dentists using nitrous acid in high concentration as an anaesthetic.

It would be unlikely to induce the last (or any other) laugh, but I can confidently predict the last gasp, the last rites and the last will and testament in that order.

Dr A. Scott, 17 Highland Avenue, Glasgow G11

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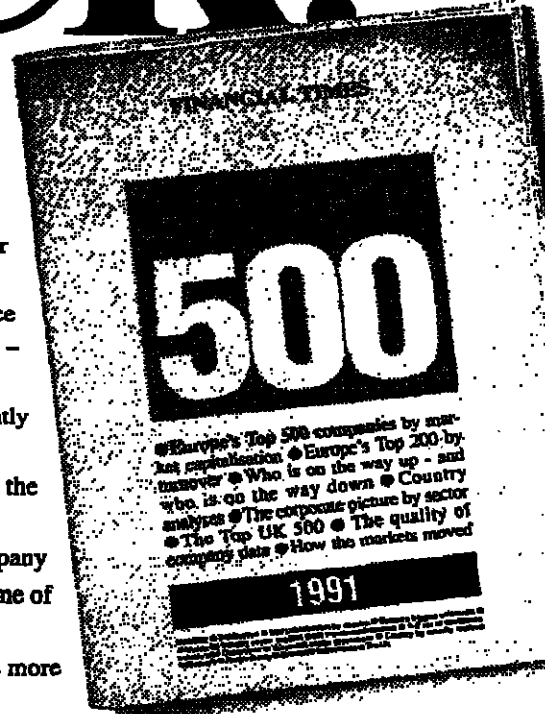
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# FINANCIAL TIMES COMPANIES & MARKETS

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Thursday April 18 1991

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## INSIDE

### Healthy showing for US drugs groups

The financial health of the world drug industry was again reflected in the first-quarter results of two leading US drugs groups yesterday. Bristol-Myers Squibb, the world's second biggest drugs company, turned in a 20 per cent improvement in first-quarter net earnings while net income at Warner-Lambert, the pharmaceutical and non-prescription health company, grew 16 per cent. Page 20

### Letting the good times roll again in Japanese shipyards

For Japanese shipyards, with memories of ruinous cut price competition from the mid-1980s, the good times are back. Battered by strong order books, they are now turning away some traditional customers. Faced with a shortage of skilled staff and a poor image among new recruits, Japanese yards are reluctant to increase capacity. Instead they are placing a greater reliance on productivity from existing resources - an automation drive has reduced the number of manual working hours by about 70 per cent since 1973. Robert Thomson reports. Page 19

### Another British builder joins the rights issue queue

Higgs and Hill, the latest British construction company to announce a rights issue, hopes to raise £24.8m (\$44.1m). The move coincides with the release of its results for last year which showed a fall in pre-tax profits of almost three-quarters. Cash from the rights issue will be used for expansion in continental Europe and to develop its recently formed civil and water engineering business. Page 24

### Chile thaws on debt swap rules

The difficulties encountered by two large companies in pulling out of Chile has prompted the Central Bank to relax the rules of its debt-equity conversion programme. The new rules allow the end of Chile's debt-conversion programme, which has retired \$3.6bn of debt over the past six years. Leslie Crawford reports. Page 23

### Great Southern down 9% as Britons keep fit

A 14 per cent decline in Britain's national mortality has hit the profits of Great Southern Group, the USM-quoted funeral director. Despite a rise in turnover from £22.1m (\$39.3m) to £25.1m and an overall increase in market share, Great Southern's pre-tax profits dropped 9 per cent. Mr Eric Spencer, deputy chairman and chief executive, said that high interest rates and the depressed property market were continuing to affect profit and debt levels. Page 24

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### Chief price changes yesterday

FRANKFURT (DM)		LONDON (pence)	
Alcoa	750 + 10	Alcoa	402 + 5
Alcoa	750 + 10	Alcoa	402 + 5
Alcoa	750 + 10	Alcoa	402 + 5
Alcoa	750 + 10	Alcoa	402 + 5
Alcoa	750 + 10	Alcoa	402 + 5
Alcoa	750 + 10	Alcoa	402 + 5
Alcoa	750 + 10	Alcoa	402 + 5
Alcoa	750 + 10	Alcoa	402 + 5
Alcoa	750 + 10	Alcoa	402 + 5

New York prices at 12.30.

LONDON (pence)		LONDON (pence)	
Alcoa	402 + 5	Alcoa	402 + 5
Alcoa	402 + 5	Alcoa	402 + 5
Alcoa	402 + 5	Alcoa	402 + 5
Alcoa	402 + 5	Alcoa	402 + 5
Alcoa	402 + 5	Alcoa	402 + 5
Alcoa	402 + 5	Alcoa	402 + 5
Alcoa	402 + 5	Alcoa	402 + 5
Alcoa	402 + 5	Alcoa	402 + 5
Alcoa	402 + 5	Alcoa	402 + 5



Guarded: Bob Crandall

## US airline loses \$195.6m

by Nikki Tait in New York

AMERICAN AIRLINES, one of the two largest US carriers, yesterday kicked off a dismal quarter reporting a loss for the US airline industry by announcing that it lost \$195.6m in the first three months of the year.

The figures bear the full brunt of the traffic slump stemming from the Gulf War and the deepening domestic recession. Mr Bob Crandall, American's forthright chairman, also pointed to the uncertainty created by difficult labour negotiations, and to the loss of around 450 pilots called up to serve in the Gulf.

"The net effect was to make our first quarter uniquely unhappy," he said. Wall Street, however, was braced for red ink, and American itself had already warned of a significant first-quarter loss. The loss per share of \$2.96 was in line with analysts' expectations.

So, with Mr Crandall professing "guarded optimism" for the rest of the year, the shares of AMR, the parent company, gained 1 1/4% at \$61 1/4. American's hefty first-quarter loss compares with a \$19.3m deficit in the first three months of 1990, and a \$215.1m deficit in the October-December quarter. The first quarter of any year is traditionally a weak period for the airline industry, although in 1989 and 1990 American did make significant profits.

AMR's revenues during the first quarter of 1991 rose from \$2.69bn to \$2.77bn, but there was a significantly sharper increase in operating costs, up 11.6 per cent at \$3.01bn. Labour costs rose 12.3 per cent, while fuel expenses were 11.1 per cent higher at \$476.4m. Capacity, in terms of available seat miles, increased 2.5 per cent year-on-year, but the passenger load factor fell from 59.9 per cent to 56.5 per cent. American said that the break-even load factor for the first quarter was 63.5 per cent, up from 60.6 per cent.

## A wary optimism is taking hold at hard-hit US financial institutions

### Banking on a change in the climate

Bernard Simon reports on how US banks are coping in lean times

The biggest US banks are slowly - though not yet very surely - moving away from the storm which only a few months ago threatened to engulf some of them.

While earnings of most of the banks continued to slide in the first quarter, largely due to big jumps in loan write-offs and bad debt provisions, the reports published over the past week or two contain a few glimmers of light.

Lower interest rates have pushed down funding costs, paving the way for wider lending margins. Citicorp, for instance, which reported a 70 per cent plunge in earnings, has seen its interest margin rise from 3.49 per cent in the third quarter of last year, to 3.5 per cent in the fourth and 3.67 per cent in the last three months.

At the same time, capital ratios are generally improving and operating expenses are under better control than they have been for some time. Job cuts, consolidation of operations and disposal of unprofitable businesses have become the order of the day in the US banking industry.

Concern about the banks is now centred more than ever on the quality of their assets. Non-performing loans and loan losses continue to spiral, reflecting worries about the global economy in general and the US property market in particular.

Noting that city centre office vacancy rates are now double what they were in the early 1980s, Chase Manhattan chairman Mr Tom LaBrecque warned shareholders at the bank's annual meeting earlier this week that the property headache was likely to persist for between three to eight years, depending on the location.

Mr LaBrecque said that Chase was not counting on any improvement in the market for the remainder of 1991. The bank has seen its non-accrual commercial property portfolio - those loans which are far in arrears - balloon from \$94m to \$2.1bn in the past year.

While the less there is a bright side to the banks' swelling bad debt portfolios. The first-quarter results contained few unpleasant surprises, which is a change from recent experience. In some cases, such as Chase Manhattan, where

net write-offs in the latest quarter fell slightly on the previous three months, there were even some morsels of good news.

Ms Helen Rowan, vice-president for finance and investor relations at the Florida-based Barnett Banks, predicts that the momentum of increase in non-performing loans will start to slow over the next few quarters. "We're probably not far from the peak," she says.

T his wary optimism is reflected in the lumpy performance by US bank stocks over the past few months, as well as a willingness among investors to inject sizeable amounts of new capital into the industry.

Citicorp's share price has zoomed up by more than 50 per cent since last October, and continued rising this week to \$16 1/4, even after its announcement of a 70 per cent plunge in first-quarter earnings. MCB, the North Carolina-based bank, has seen its share price more than double from last year's low of \$16 1/4.

## NatWest to inject \$150m into troubled US subsidiary

By Bernard Simon in New York

NATIONAL WESTMINSTER Bank, the UK bank group, has injected \$150m in fresh capital into its troubled US subsidiary to cover mounting losses caused by the recession and a heavy exposure to the depressed New York property market.

New York-based National Westminster Bancorp, which is wholly owned by the British bank, yesterday reported a \$190.9m loss in the first quarter, and disclosed that almost 10 per cent of its total loan portfolio was non-performing. Its loan-loss provisions have soared to \$221.9m, from \$55.5m a year earlier.

The latest setback follows losses totalling \$488m in 1989 and 1990. The British parent contributed \$300m in new capital last year.

John Tugwell, who took over less than a week ago as chief executive of NatWest Bancorp, said that the first-quarter performance was "clearly unacceptable". He cautioned that "until the economy improves, it would be an imprudent banker who says that the end of (the problems) are nigh."

But the British bank also affirmed continuing support for NatWest Bancorp. Mr Tugwell, who was previously in charge of NatWest's international division and still sits on the main board in London, said that "we have the basis of a good business here, and are looking forward to the day when the economy turns around and the problems are behind us."

Mr Tugwell replaced Mr Bill Knowles, who resigned last month. Several other changes have taken place in the senior management ranks, including the appointment of a new senior vice-president for credit policy.

NatWest Bancorp, with assets of \$22.5bn, has 960 offices in New York and New Jersey, where it serves mainly the retail market and mid-sized businesses with annual revenues below \$350m.

It entered the US market in 1978 with the acquisition of the former National Bank of North America.

After that private investors, who will be required to put up at least around \$250, will have until May 9 to return application forms. The basis of allocation is to be announced on May 14 prior to commencement of stock market dealings, scheduled for May 21.

Samuel Montagu is financial adviser to the sale and Smith New Court stock broker. Salomon Brothers International is handling the international side. Lex, Page 16

## Maxwell launches MGN float

By Clare Pearson in London

MR ROBERT Maxwell yesterday launched a lavish marketing campaign for the upcoming flotation of Mirror Group Newspapers of which he is chairman.

Mr Maxwell, speaking amid flashing cameras at a packed press presentation in MGN's Holborn headquarters, declared he was offering the chance to invest in a "great company".

The press conference was called for the publication of the so-called Pathfinder Prospectus - the final one, but without the pricing details - which will form the basis on which shares are marketed to institutions.

The sale will involve just under 50 per cent of the equity and aims to raise about £250m (\$445m). To maximise demand, the shares are to be spread thinly between institutions in the UK, North America and continental Europe, and private investors.

The document shows that group debt before flotation proceeds amounts to about £400m. In addition, MGN has about £180m of obligations under finance leases.

Pre-tax profits benefit from an £8.5m (£7.8m) pension credit arising from a surplus in MGN's scheme.

Mr Maxwell stressed yesterday that against an adverse trading profit MGN had improved operating profits in the first quarter of this year.

At more than £500m, the expected flotation value of MGN compares with the £113m purchase price paid to Reed International in 1984.

MGN will now be taking soundings from institutional investors before deciding the flotation issue price, to be announced on April 30.

After that private investors, who will be required to put up at least around £250, will have until May 9 to return application forms. The basis of allocation is to be announced on May 14 prior to commencement of stock market dealings, scheduled for May 21.

Samuel Montagu is financial adviser to the sale and Smith New Court stock broker. Salomon Brothers International is handling the international side. Lex, Page 16

## Parretti ousted as chairman of Pathe

By Karen Zagor in New York

MR GIANCARLO Parretti, the controversial Italian financier, has been ousted as chairman and chief executive of Pathe Communications.

He has been replaced by Mr Cesare De Michelis, a professor of letters at the University of Padua in Italy and the younger brother of Italy's foreign minister, Mr Gianni De Michelis.

Mr Parretti will remain a majority shareholder of Pathe and will keep a seat on its board. Hollywood has been buzzing with rumour about financial misdeeds at the film studio, MGM-Pathe, almost from the moment MGM was acquired for \$1.3bn last year by Mr Parretti's Pathe Communications.

MGM-Pathe is facing an involuntary Chapter 7 bankruptcy petition from six creditors who claim they are owed more than \$11m.

MGM-Pathe said its main lender, Credit Lyonnais of France, has agreed to provide \$140m in additional loans if the involuntary bankruptcy filing is dismissed.

The studio said it planned to file a motion to dismiss the petition within days.

Credit Lyonnais declined to comment on the announcement, but sources close to the creditors voiced scepticism about the existence of the financing.

It is believed that the creditors would drop their bankruptcy petition if MGM-Pathe paid them in full.

Earlier this week, MGM-Pathe and its parent company, Pathe Communications, said they would post significant losses for 1990.

The studio is so strapped for cash that it had to delay the release of a major new film, Delirious, because it could not find the \$7m promotional budget. MGM-Pathe said a release date for the film would be announced shortly.

Credit Lyonnais has been an important backer for Mr Parretti and his Geneva-based partner, Mr Florio Fiorini, for several years.

The bank originally helped the partners to acquire Cannon Pictures in 1987 and Pathe Communications in 1988.

In addition to Mr Parretti's departure from the helm of Pathe Communications, Mr Alan Ladd has been named chairman and chief executive of MGM-Pathe. Mr Ladd, son of the Hollywood actor, Alan Ladd, was previously co-chairman of Pathe along with Mr Parretti.

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Italy	89.8	13.32
Denmark	81.4	9.25
Australia	78.4	11.50
Canada	41.4	9.60
AVERAGE	83.9	

### LOW YIELD COUNTRIES

	Total Return%	Current Yield%
Holland	58.1	8.60
Germany	51.9	8.34
Japan	39.0	6.69
Switzerland	36.0	6.50
US	21.3	8.11
AVERAGE	41.3	

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## INTERNATIONAL COMPANIES AND FINANCE

## Solvay lifts dividend as income slips

By David Buchan in Brussels

SOLVAY, the Belgian chemical group, yesterday announced a 5 per cent drop in net profits to Bfr15.5bn (\$463.5m) for 1990, but a Bfr30 a share increase in its dividend to Bfr500.

Baron Daniel Janssen, executive chairman, said Solvay was bucking the trend among European chemical companies, which have tended to maintain or lower their dividends due to retained profits. It was insulated from the cyclical downturn for most of its products.

Turnover was virtually unchanged, with 1990 sales

amounting to Bfr255bn. Mr Janssen blamed cheap PVC imports from eastern Europe, which was only just learning about market methods, and from the US, together with the difficulty of recouping the increased cost of ethylene inputs and austerity measures in Brazil, for the poorer performance of the group's plastics division.

The group's largest product group remains alkalis, including chemical soda ash, of which Solvay is the world's largest producer. Mr Janssen

said the EC's action last autumn in removing anti-dumping duties from imports of American soda ash, which is found naturally in Wyoming, would undoubtedly increase competition from the US.

Mr Janssen, who summed up the company's philosophy as "don't do much, but do it well," said expansion would be focused on pharmaceutical and health products, which had been Solvay's best performer last year. In the veterinary field, he cited a recent strategic alliance with Abbott Labora-

ries of the US. In terms of geographical diversification, Solvay is focusing on the US, Asia and central Europe.

Solvay is negotiating with the Treuhänderanstalt, the body responsible for privatising eastern Germany's industry, for the return of its Bernburg plant, seized by the Nazis in 1939.

Yesterday it announced that it had, together with Wienerberger of Austria, acquired the polyethylene pipes division of Orbitaplast, near Leipzig in eastern Germany.

## Hafnia tumbles to DKr1.39bn deficit

By Hilary Barnes in Copenhagen

FALLING security values last year sent Hafnia Holding, which heads the big Danish insurance and financial services sector, into a loss of DKr1.39bn (\$217m) compared with profits of DKr1.52bn in 1989.

Mr Per Villum Hansen, chief executive, said that by the middle of this month most of last year's unrealised losses on securities had been recovered.

"We are fairly optimistic because Hafnia's underlying business continues to make good progress," he said.

As from 1989, gains and losses on securities must be taken in the profit and loss account, not the balance sheet, which has contributed to seeing profits and losses figures in the Danish insurance groups.

Hafnia's current battle to gain control of its domestic rival Baltica also contributed to the profits tumour. The group acquired 33.7 per cent in Baltica Holding and 12 per cent in Baltica Insurance during the year-long battle. The cost of financing this DKr4.53bn investment was the principal factor in an increase of DKr350m in financial costs.

The losses on securities reduced equity capital to DKr5.3bn from DKr6.3bn at the end of 1989. Earnings per share slumped from DKr163 to a negative DKr154 and book value per share from DKr663 to DKr476.

Premium income in the insurance business increased from DKr5.70bn to DKr6.98bn, reflecting primarily the acquisition of the UK's Prolific Group and Denmark's Forenede Assurandører in the autumn of 1989.

In a statement to the stock exchange the group said the results in the current year will depend to a large extent on developments in the bond and share markets and it was therefore too soon to make a forecast, but group profits on ordinary business activities are expected to exceed the 1990 figure.

An unchanged DKr10 per share dividend was proposed.

## Profits plunge to Fl 2.6m at Internatio-Mueller

By Ronald van de Krol in Amsterdam

NET PROFITS at Internatio-Mueller, the diversified Dutch transport, trading and engineering group, plummeted to Fl2.6m (\$1.38m) in 1990 from Fl156m in 1989, reflecting setbacks in Australia, New Zealand and the port of Rotterdam.

The company, which cautioned in December that it would produce a "small" net profit in 1990, is to omit the cash dividend, which in 1989 totalled Fl3.60.

Shareholders will receive a tax-free payout in shares of 2 per cent.

Turnover rose by 7.4 per cent

to Fl12.9bn, while pre-tax operating profit tumbled to Fl17.2m from Fl60.2m.

Nationale-Nederlanden, the biggest insurance company in the Netherlands, said that losses at Orion, its UK subsidiary, were expected to narrow by roughly one third in 1991, falling to around £30m (\$38.7m) from £48.5m in 1990.

Major losses at Orion, which had posted a profit of £6.3m in 1989, were one of three main factors behind the 7 per cent decline in Nat-Ned's 1990 net profit to Fl906m (\$479m).

Nat-Ned's results were also

affected by two severe winter storms which lashed northwestern Europe in January and February 1990 and by the losses posted by its non-life insurance activities in North America.

Mr Jaap van Rijn, Nat-Ned's chairman, said the North American non-life insurance market was still in the down phase of the current business cycle but should improve in 1992.

He repeated earlier statements that it was impossible to predict 1991 results because of the uncertainties the company faced on various fronts.

## Finnish forest profits fall by 60%

By Enrique Tessieri in Helsinki

THE COMBINED pre-tax profit of Finland's publicly quoted forest groups fell by over 60 per cent in 1990 when compared with the previous year, according to the Central Association of Finnish Forest Industries (CAFFI).

Mr Heikki Pärnänen, a CAFFI vice-president, blamed the poor result of the country's forest groups on high labour and production costs.

He said that the industry's debt level was also a big strain. "The net debt of all Finnish forest companies amounts to around 90 per cent of their turnover, 6 to 7 per cent of their turnover goes to only paying the interests on the loans," he added.

Mr Pärnänen says it may be two years before the situation improves. "This year will be even worse than 1990. The operating margin of all Finnish forest companies is expected to drop from 13 per cent of turnover to under 10 per cent this year," he said, adding that export earnings may also fall 10 per cent in 1991.

The sector employs between 70,000 and 75,000 people. Of these, 6,500 have already lost their jobs with another 6,500 working a shortened week. By the end of 1991, however, Mr Pärnänen estimates the number of unemployed will drop to 10,000-15,000.

About 40 per cent of Finland's FFI101.33bn export earnings last year came from its forest industry.

## GPA warns on profits growth

By Paul Betts in London and Kieran Cooke in Dublin

GUINNESS Peat Aviation (GPA), the world's largest aircraft leasing company, warned yesterday that it would show a modest growth in profits compared with the previous year, despite a 66 per cent rise in lease revenues.

Mr Maurice Foley, GPA's president, said the company's rate of profits growth had slowed significantly. "Unless there is a remarkable last quarter, our profit this year will be relatively modest," he added.

He also said it was unlikely, although not impossible, that the company would be floated on the stock market this year.

Mr Foley suggested that a flotation was more probable next year.

Although the company will not release its results for the latest 12 months until June, it decided to announce its air-

craft lease revenue figures for the year ended March 31, 1991, in an effort to bolster confidence in its business prospects.

Mr James King, head of the company's aircraft leasing division, conceded that the past year had been particularly difficult for the airline industry. The sector is estimated to have lost about \$4bn in the past six months because of the combination of the Gulf crisis, higher fuel prices and the general economic slowdown.

But he argued that some City forecasts were excessively pessimistic. Mr Tony Ryan, GPA's chairman, also added: "There has been an over-reaction to the short-term factors which have adversely affected many airlines in recent months. As a result, some commentators' perceptions of the future prospects of the civil

aviation sector have been unduly gloomy."

Contracted lease revenues rose 66 per cent to \$8.3bn from \$5bn. GPA said it sold or leased 176 aircraft to its airline customers, a 17 per cent increase over the year before. It also sold a further 40 aircraft to investors on whose behalf it continues to manage the related aircraft leases.

At the end of the latest financial year, the company owned 306 aircraft compared with 240 during the previous 12 months. GPA took delivery of 83 new aircraft in the last year, all of which it said had been placed with customers.

After-tax profits of the Shannon-based group showed a 9 per cent rise to \$196m for the nine months to December 31 against the previous year.

## db Leben signs up DM4bn in first year

By Katherine Campbell in Frankfurt

THE LIFE insurance subsidiary of Deutsche Bank, db Leben, signed up DM4bn (\$2.4bn) of new business in its first full year of operation, incurring a loss of DM14.9m in the process.

The new venture, started in September 1989, completed 71,000 contracts, and collected gross premium income amounting to DM143.5m during 1990.

By the end of March this year, the value of principal sums assured reached DM6.1bn on a total of 108,000 contracts. New business across the sec-

tor in Germany last year amounted to DM282bn, giving Deutsche no more than a 1.4 per cent share of the market. However, db Leben pointed out that it was offering only a very restricted range of products - with the aim of broadening its selection this year.

New lines will play heavily on classical banking products - including life products linked to credit packages and to investment products. In the latter area, db Leben is keen to play on the fiscal advantage, where it can offer a yield of 6 per cent free of tax.

Deutsche's decision to branch out independently into the insurance world caused a furore at the time from the biggest established insurers, one of which suggested that such a venture would take 10 years to turn a profit.

db Leben maintains it will be in the black "considerably sooner".

It says its network of 1,400 domestic branches has made a decisive contribution to reaching new customers. This year's loss is covered by a special fund set up by Deutsche Bank to meet start-up costs.

## Trelleborg buys US tyre unit

By Robert Taylor in Stockholm

TRELLEBORG, the Swedish mining and industrial conglomerate, has acquired the tyre division of Monarch, the North American rubber manufacturer owned by the Tele-dyne group, for an undisclosed price. As a result Trelleborg claims it is the world's biggest maker of solid industrial tyres.

The company estimates that its sales of industrial solid tyres will reach \$90m, 20 per cent of the world market, as a result of the acquisition.

Monarch is one of North America's leading solid industrial tyre makers with annual net sales of around \$30m. Mr Sven-Gunnar Schongh, president of Trelleborg Tyres, said yesterday that the purchase of Monarch would strengthen the company's position in that market which accounts for about 30 per cent of the industrial tyre industry.

The new purchase, which covers Monarch's production facilities at Hartville, Ohio,

will be added to the company's existing industrial tyre plants in Belgium, through its subsidiary Bergogon, and in Sri Lanka.

Mr Schongh stressed yesterday that Monarch, like Bergogon, would be able to set independently in the market and continue to have its own marketing operation. He believed there would be synergy effects in certain areas of product development and co-ordination.

## Billiton incurs 35% fall as aluminium prices slide

By Kenneth Gooding, Mining Correspondent

BILLITON, which includes most of the mining and metals operations of the Royal Dutch/Shell group, suffered a 35 per cent fall in net income last year, to \$170m from \$262m in 1989.

The group said lower alumina and aluminium prices had a significant impact on the 1990 results. At the operating level aluminium profits fell by 85 per cent to \$73m.

Downstream operating profits fell by 80 per cent to \$17m, reflecting prolonged start-up difficulties at Tofine in the Netherlands and the impact of lower prices, reduced margins and stock write-downs

at most other operations. Marketing and trading operating profits fell by 60 per cent to \$26m, mainly because of reduced profits from Billiton Marketing and Trading and Copper and options losses at Billiton-Enthoven Metals.

In contrast, exploration and mining operating profits rose by 38 per cent to \$90m.


Cerro Matoso in Colombia contributed \$52m because of strong nickel prices and masked reduced results from most other operations as well as the start-up losses at new gold mines in Ghana (Bogoso) and Indonesia (Lerok).

## Matra in deal with Alenia

MATRA, the French defence and electronics group, has formed a co-operation agreement with the missiles and defence electronics arm of Alenia, the newly formed Italian state-owned aerospace company, writes William Dawkins in Paris.

The pair have agreed to co-ordinate research and development in air-to-air missiles, so as to respond better to the needs of their own and other countries' air forces. The aim is to avoid duplication, reduce costs and seek wider markets than would be possible acting alone.

Matra Defense, the unit of the group involved in the deal, sold FF1.4bn (\$248m) of air-to-air missiles last year, out of the division's FF6bn turnover.



All of these Securities have been sold. This announcement appears as a matter of record only.

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March, 1991

**PACKAGING**

**EUROPE'S LEADING PACKAGING GROUP**

**1990: A year of restructuring**

The Board of Directors of CMB Packaging, under the chairmanship of Jean-Marie Descauprenies, is pleased to announce the results for the year ended 31st December 1990. For the first time, the consolidated accounts comprise 12 months for the joint merged businesses.

PRINCIPAL CONSOLIDATED RESULTS OF THE GROUPE (In MFRF except where indicated)	1990	1990 pro forma	1990 published (12 months ex Carmaud + 9 months ex Metal box)
• Turnover	24,415	24,079	21,316
• Steel	24,415	784	784
• Packaging	2,333	2,296	20,532
• Operating Profit	114	289	2,084
• Steel	2,219	2,007	1,795
• Packaging	(726)	(647)	(553)
• Net financial costs	(194)	(40)	(131)
• Profit attributable to shareholders (after goodwill and before extraordinary items)	734	966	903
• Profit attributable to shareholders	1,028	1,195	1,132
• Earnings per share in FRF (based on the average number of shares in issue and before extraordinary items)	9.3	12.9	13.6
• Extraordinary items (net of tax)	294	229	229
• Earnings per share in FRF (based on the average number of shares in issue and including extraordinary items)	13.0	16.0	17.1

**Comments on the results:**

- **The business is now entirely focused on packaging**  
The reduction in turnover as a result of the sale of CMBSteel (MFRF784) has been more than offset by turnover resulting from new acquisitions and partnerships (+ MFRF1491).
- **External growth during the last 3 years includes, amongst others, a move into the German market** as well as an entry into flexible packaging, which together today represent around 10% of the total group turnover. At constant exchange rates, real internal growth, now solely based on packaging businesses, was 3.8%.
- **Increase in operating margin**  
The operating margin of the packaging activities, which increased from 8.6% to 9.1%, is an indication of the industrial progress achieved by the new Group in 1990. Breakdown by sector:

% of Turnover	Sector	Operating Margin
70	Metal	10.5%
20	Plastics	5.5%
5	Multi-Material	6.5%
5	Other	5.9%

- **Restructuring Costs and Industrial Investments**  
Merger related restructuring costs of MFRF364 (exceptional and extraordinary costs) are included in the 1990 accounts. The cash impact of these costs as well as the use of prior year provisions was MFRF620 in 1990. The process of the restructuring related to the merger is nearing completion.
- **Total investment amounted to MFRF2290 (MFRF1768 in industrial investments and MFRF522 in acquisitions), with a cash flow of MFRF2348.** As a result of interest rate rises in Europe, financial costs as a percentage of turnover have increased from 2.7% to 3%, thereby affecting profits adversely.
- **Strengthening of the financial structure**  
The issuing of repackaged perpetual subordinated notes (MFRF1327 in January 1991) and of preference shares (MFRF1661 in November 1990 by CMB Packaging UK) have significantly strengthened the balance sheet of the Group.
- **Total debt at the end of the year (excluding preference shares) has been reduced by MFRF321, giving a gearing ratio of 16% compared to 48% in December 1989.**
- **Favourable Outlook for 1991:**  
Sustained dividend per share  
The Board of Directors considers that the reorganisation, which is nearing completion, the industrial restructuring and the significant industrial investments made over the last two years should lead to continued progress through 1991. On this basis, the Board has decided to maintain the dividend per share at last year's level - FRF3.6 (FRF5.4 including tax credits). Total dividend payments have increased by 15% to MFRF287 as a result of the assimilation of the ordinary shares, created in April 1989, as payment for the Metal Box packaging businesses.

**FINANCIAL COMMUNICATION CMB PACKAGING**  
Thierry Lemane, 88 rue du Dome 92101 Boulogne-sur-Seine Cedex (France)  
Tel. (33) 1. 47 61 25 25 Minitel 3616 Code CLIFF



## INTERNATIONAL COMPANIES AND FINANCE

## Itoman in move to seize assets of debtor

By Stefan Wagstyl in Tokyo

ITOMAN, the debt-ridden Japanese trading company, has started legal moves to seize the assets of one of its biggest debtors, Mr Ho Yong Chang, a Korean businessman.

The company's action yesterday forced the closure of Kansai Shimbun, a newspaper which is one of Mr Ho's main operating companies.

Itoman's action followed Kansai Shimbun's failure to meet deadlines for the repayment of ¥2.5bn (\$483m) it borrowed from Itoman last year to finance speculative investment in art. The paintings which were handed over to Itoman as security for the loan have been found to be worth considerably less than was originally claimed.

The Osaka District Public Prosecutor's Office is investigating the deal and other aspects of the relationship between Mr Ho and Itoman. Mr Ho was until early this year Itoman's largest shareholder with a 19 per cent stake and great influence over Mr Yoshihiko Kawamura, the Itoman president.

## Hewlett-Packard in Indian venture

By David Housego in New Delhi

HINDUSTAN Computers (HCL), India's largest computer group, and Hewlett-Packard, the large US group, have established a joint venture intended to increase their share of the Indian mini and micro-computer market.

Hewlett-Packard is paying \$25m for a 25 per cent stake in the venture which will cover HCL's computer and computer aided design and manufacturing divisions.

Hewlett-Packard's investment is more than all US investment in India over the past year - a clear indication of the way foreign investment in the sub-continent has tumbled.

HCL currently has 21 per cent of the Indian micro-computer market and 29 per cent of the mini-computer market.

## Queues form for Japanese ships

Domestic buyers are having to look abroad, writes Robert Thomson

Nippon Yusen, the flag carrier of Japan's shipping lines, has always bought its ships from domestic companies. But the long queue of buyers at Japanese yards has just forced even the patriotic Nippon Yusen to turn to Taiwan for a new bulk carrier.

"We haven't bought a ship from outside Japan since the end of the Second World War. This is quite a historic thing. We would have to wait three years in Japan so we chose Taiwan. Anyway, it's cheaper there, about 10 per cent cheaper," a Nippon Yusen spokesman said.

Shipbuilding companies now complain that the biggest problem is not a lack of orders, but a shortage of staff, and they are known to be routinely turning down orders in the confident expectation that ship prices, up 17.5 per cent in the year to end March, will continue to rise.

At the NKK Corporation yard at Tsu on the central coast, the order books are full until April 1994, and Mr Hei-ichiro Miyazaki, the company's managing director, suggested that increasing demand is likely to mean supply shortages and strong prices in the second half of the decade.

Having experienced a severe slump in the mid-1980s, the shipbuilders are determined that price-cutting and other examples of "excessive competition" will not interfere with their long-term profit plans.

A spokesman for Mitsubishi Heavy Industries (MHI) said that production facilities will not be increased, even though



Shipbuilders turn down orders expecting prices to rise

the company could take orders, and Ishikawajima-Harima Heavy Industries (IHI), with its facilities booked until 1993, said that it built 10 ships last year, will build 10 ships this year, and plans to build 10 ships in financial 1992.

"We don't have plans to increase our capacity, mainly because we have problems finding workers. The other problem is that the low level of profits we are now getting does not justify the level of capital investment needed to increase capacity," an IHI spokesman said.

Sumitomo Heavy Industries predicts a 40 per cent increase in pre-tax profit for the year to March 1991, and Kawasaki Heavy Industries, which reported a loss in 1988, expects a 20 per cent profit increase for the year. Mitsui Engineering and Shipbuilding, which had operating losses in 1987 and

South Korea is over. One company official said that there is now pricing "harmony" among the world's two largest shipbuilding nations, which have close to 75 per cent of the market. Japanese companies estimate that they have about 48 per cent and South Korean firms about 25 per cent.

While Japanese companies insist that supply has been limited by a 24 per cent cut in capacity administered by the transport ministry, modernisation of facilities has allowed the yards to build more ships per dock. About 80 per cent of the building is now done outside the dock itself, giving companies the potential to increase capacity if such an increase was thought to be in the companies' best interests.

It is clear that Japanese builders are not planning such an increase, as it would conflict with the general perception in the market of limited supply and with hopes for a steady increase in prices over the next few years. As prices increase, shipbuilding will become a more important revenue source for the diversification-minded heavy industrialists.

MHI said that shipbuilding accounts for about 9 per cent of sales, with power plants, aircraft and other industrial equipment now more important sources of income. But shipbuilding still accounts for about 36 per cent of sales at Hitachi Zosen. This company expects pre-tax profits to more than double to ¥5bn in the year to March 1991.

## Hong Kong reserves fund takes stake in HIT

By John Elliott in Hong Kong

A SPECIAL fund set up by China and Britain to provide reserves for Hong Kong when it returns to Chinese sovereignty in 1997 has bought a 6 per cent stake costing about HK\$900m (\$116m) in Hong Kong International Terminals, the colony's biggest container terminal operator, from Hutchison Whampoa, which is controlled by Mr Li Ka-shing.

Hutchison retains a controlling 60.5 per cent stake in HIT which last month linked up

with its main local rival, Modern Terminals, to develop Hong Kong's container terminal number eight at a cost of about HK\$7bn.

The deal is significant because the fund - known as the Hong Kong SAR Land Fund - is basically a Peking-run organisation. Peking-controlled China Resources already has a 10 per cent stake in HIT and another Peking company, China Ocean Shipping Corporation, is involved with HIT.

This illustrates how China is increasing its investments in Hong Kong's leading infrastructure projects, despite its current opposition to detailed plans for the colony's proposed HK\$300m airport.

The SAR Land Fund - SAR stands for Special Administrative Region which will be Hong Kong's status after the 1997 handover - was set up in 1986. It receives a 50 per cent share of the proceeds from government land sales.

## South African gold mines reveal falling profits

By Philip Gawth in Johannesburg

THE March gold quarterly results released this week by four of South Africa's mining houses testify to the extremely difficult times the industry is experiencing.

Mines in the Gencor and Rand Mines groups were particularly badly hit. Gencor, the gold arm of the Gencor group, saw after-tax profits fall 33 per cent to R63.6m in the three months ended December 1990.

A one-off retrenchment payment at Harmony mine pushed the Rand Mines group's gold operations into an after-tax loss of R30.4m (\$11.9m), against an R11.2m loss last time.

Gencor admits that with the group having reached the limit of cost-cutting measures, it is now virtually beyond management's ability to do anything about the declining trend in profits. Gold production fell by 3.5 per cent.

The one-off payment at Rand Mines' Harmony was for 6,000

redundancies. The group's Durban Deep mine continued to recover though, earning R2.7m after tax. Harmony would have broken even but for extraordinary expenses.

Randfontein and Western areas, two of the mines managed by Johannesburg Consolidated, suffered from unexpected production disruptions during the quarter.

Randfontein made a profit of R31.1m, against R32.5m, but Western Areas saw profits drop by 29 per cent to R6.6m following power supply problems. The developing mine Joel continued to show improved development grades.

The four mines managed by the Anglovaal group maintained profits at R39m, due mainly to a decreased tax charge at Hartbeestfontein. The group's leading mine which made a profit of R36.8m. The marginal producer Loraine made a loss of R5.2m despite stringent measures aimed at cutting costs.

## DIVIDEND PAYMENT

The Board of Management announces that at the Annual General Meeting of Shareholders held on 17 April 1991 has been decided to pay out a dividend of Dfl. 2.50 per share of Dfl. 2.50 par value.

As a result the following will be payable as from Monday 29 April 1991:

Dividend coupon number 41 of Dfl. 2.50 per share in cash subject to deduction of 25% dividend tax, at the following payment offices:

IN THE NETHERLANDS:  
Pierson, Holding & Pierson N.V.  
Amsterdam-Rotterdam Bank N.V.  
Algemene Bank Nederland N.V.

IN BELGIUM:  
Kredietbank N.V.  
Generale Bank N.V.  
Bank Brussel Lambert N.V.

IN SWITZERLAND:  
Swiss Bank Corporation

IN GERMANY:  
Deutsche Bank AG

IN AUSTRIA:  
Creditanstalt-Bankverein

The dividend will be paid to holders of CF certificates through the intermediary of the institutions holding their dividend sheets in custody as of close of business on 17 April 1991.

Namden, 18 April 1991, The Netherlands

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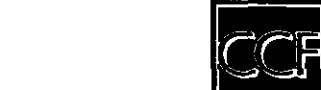
Class B

Mortgage Backed Floating Rate

Notes due July 2000

Notice is hereby given that for the interest period from April 16, 1991 to July 16, 1991 the Class A Notes and Class B Notes will carry interest rates of 12.2125% and 12% respectively. The interest payable on the relevant interest payment date, July 16, 1991 for the Class A Notes will be £3,044.75 and for the Class B Notes will be £3,225.51 per £100,000 nominal amount.

By: The Chase Manhattan Bank, N.A. London, Agent Bank April 16, 1991



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U.S. \$100,000,000

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For the six month period 17th April, 1991 to 17th October, 1991 the Notes will carry an interest rate of 6.30% per annum with a coupon amount of U.S. \$320.25 per U.S. \$100,000 Note payable on 17th October, 1991.

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LONDON - 28 &amp; 29 May 1991

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## Oryx Gold Holdings Limited

Incorporated in the Republic of South Africa - Company Registration No. 880180000

Share capital: Shaded - 587 500 100 ordinary shares of no-par value

Issued - 185 000 200 ordinary shares of no-par value

## Report for the quarter ended 31 March 1991

	Quarter ended 31.03.1991 R'000	Quarter ended 31.12.1990 R'000	Year to date 01.01.1990 to 31.03.1991 R'000
<b>INCOME STATEMENT</b>			
Income	20 512	18 084	43 322
Interest received	20 416	17 982	43 126
Financing costs	80	91	202
Sundry expenditure	6	11	(6)
Income/(loss) before taxation	6	5	(6)
Taxation	11 648	11 641	11 652
Income after taxation	11 648	11 641	11 646
Retained income at beginning of period	11 648	11 648	11 646
Retained income at end of period	11 648	11 648	11 646
<b>BALANCE SHEET</b>			
Capital employed	621 089	621 089	621 089
Share capital	11 648	11 648	11 646
Retained income	609 441	609 441	609 442
Long-term liabilities (note 1)	490 427	490 427	490 427
Deferred taxation	784	784	784
	1 123 946	1 037 448	1 123 946
<b>Employment of capital</b>			
Fixed assets	424 526	424 526	424 526
Loan to St. Helena Gold Mines Limited	693 624	612 845	693 624
Net current assets	5 796	77	5 796
Current assets	10 914	6 780	10 914
Current liabilities	5 118	6 683	5 118
	1 123 946	1 037 448	1 123 946

NOTE: 1. Long-term liabilities includes a Eurodollar loan of \$25 million, which is fully covered.

REMARKS: (i) The figures are unaudited. (ii) The report has been approved by the board. (iii) The attention of shareholders is also drawn to the quarterly report of the Oryx mine which appears elsewhere in this edition. (iv) It is anticipated that the company's loan facilities will have been exhausted by the second quarter of 1991. Future funding of the Oryx mine is being negotiated with the major shareholders who together hold 86% of the issued share capital of the company.

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General Mining Building  
6 Holland Street  
Johannesburg 2001  
(PO Box 61820, Marshalltown 2107)

Transfer offices  
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Central Registrars Limited  
154 Market Street  
Johannesburg 2001  
(PO Box 4844, Johannesburg 2000)

United Kingdom:  
Barclays Registrars Limited  
Bourne House  
34 Beckenham Road  
Beckenham  
Kent BR3 4TU

By order of the board  
General Mining, Metals and Minerals Limited,  
Secretaries  
Per: D J D Ross  
Manager: Administration and Secretarial Services

Johannesburg  
17 April 1991

Copies are available from the London office



Gengold Group

## Beatrix Mines Limited

Incorporated in the Republic of South Africa - Company Registration No. 776213808

Share capital: Authorised - 150 000 000 ordinary shares of no-par value

Issued - 55 000 000 ordinary shares of no-par value

## Report for the quarter ended 31 March 1991

	Quarter ended 31.03.1991 R'000	Quarter ended 31.12.1990 R'000	Year to date 01.01.1990 to 31.03.1991 R'000
<b>INCOME STATEMENT</b>			
Income	1 644	1 214	3 420
Interest received	15 317	15 402	35 058
Royalty	4 000	8 000	20 000
Dividends	20 961	24 616	58 078
Interest paid and sundry expenditure - net	155	136	328
Income before taxation	20 805	24 480	58 750
Taxation	7 898	8 203	18 603
Income after taxation	13 138	16 277	40 147
Retained income at beginning of period	28 438	12 161	1 429
Distributable income	41 576	28 438	41 576
Dividends declared	33 150	-	33 150
Retained income at end of period	8 426	28 438	8 426
<b>BALANCE SHEET</b>			
Capital employed	131 466	131 466	131 466
Share capital	8 426	28 438	8 426
Retained income	139 892	159 904	139 892
<b>Employment of capital</b>			
Fixed assets	129 028	129 028	129 028
Net current assets	11 866	31 878	11 866
Current assets	47 263	43 526	47 263
Current liabilities	35 397	11 667	35 397
	139 892	159 904	139 892

REMARKS: (i) The figures are unaudited. (ii) The report has been approved by the board. (iii) The attention of shareholders is also drawn to the quarterly report of the Beatrix mine which appears elsewhere in this edition.

Registered and head office  
General Mining Building  
6 Holland Street  
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(PO Box 61820, Marshalltown 2107)

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Central Registrars Limited  
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Bourne House  
34 Beckenham Road  
Beckenham  
Kent BR3 4TU

By order of the board  
General Mining, Metals and Minerals Limited,  
Secretaries  
per: D J D Ross  
Manager: Administration and Secretarial Services

Johannesburg  
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Gengold Group

## INTERNATIONAL COMPANIES AND FINANCE

## Drug groups book higher earnings

By Karen Zagor in New York

THE strength of the worldwide drugs industry was reflected in the first-quarter results of Bristol-Myers Squibb and Warner-Lambert which both yesterday reported higher earnings and sales. The groups were helped by improved drug sales and the weakness of the dollar overseas.

Bristol-Myers Squibb, the world's second-biggest drugs company which was formed after an \$11.5bn merger in 1989, turned in a 20 per cent improvement in first-quarter net earnings on an 11 per cent improvement in sales.

In the three months ended March, the New York-based company had net profits of \$492.6m or 94 cents a share on

sales of \$2.75bn, compared with income of \$409.1m or 78 cents on sales of \$2.46bn a year earlier.

Sales were helped by favourable foreign exchange translations, which contributed two percentage points to the improvement in the 1991 quarter. Earnings before taxes rose 18.4 per cent to \$708.7m from \$594.6m.

Mr Richard Gelb, chairman and chief executive, said international sales in the 1991 quarter increased 14 per cent, compared with a 9 per cent improvement in domestic sales. Sales of pharmaceuticals and medical devices were particularly strong.

Warner-Lambert, a US phar-

maceuticals and non-prescription health products group, also reported strong first-quarter earnings.

Net income grew 16 per cent to \$139.5m or \$1.04 a share from \$120.3m or 90 cents a share in the first quarter of 1990. Sales rose 11 per cent to \$1.22bn from \$1.1bn. Excluding the benefits of foreign exchange translations, sales advanced 8 per cent in the latest quarter.

During the 1991 first quarter, sales of Warner-Lambert's prescription pharmaceuticals went ahead by 17 per cent to \$421m, led by Lipid, a cholesterol regulator, whose sales increased 45 per cent to \$111m in the quarter.

Sales of the company's non-prescription health care products rose 8 per cent to \$383m in the latest quarter, led by Listerine antiseptic mouthwash and Halls cough tablets.

Worldwide sales of gums and mints improved 3 per cent in the three months to \$267m.

Warner-Lambert is waiting for the Food & Drug Administration to approve its Cognex drug to treat Alzheimer's disease. If the approval is forthcoming, analysts believe Cognex will make a substantial contribution to Warner-Lambert's earnings in the 1990s.

The company recently submitted additional data on Cognex and new analysis of clinical data to the FDA.

## US recession puts United Technologies sharply down

By Karen Zagor

THE impact of the US recession on the airline, building and automotive industries has severely hurt first-quarter earnings at United Technologies, the diversified engineering group, which turned in results significantly worse than expected.

Although it had warned that earnings in the first half of 1991 would decline, the first-quarter net earnings of \$40.5m, or 25 cents a share, were sharply below the 75 cents anticipated by most analysts.

"I had expected a bad quarter and reduced my estimates to 50 cents a share," said one, "but these figures were terrible".

In the first three months of 1991, UTC had net earnings of \$124.5m, or \$1.01 a share. Revenues were flat at \$4.8bn.

Mr Robert Daniels, chairman and chief executive, said harsh economic conditions had a severe impact on first-quarter performance. "Airline travel, building construction and automobile production; all are down sharply. This is the first time all three of these commercial markets simultaneously have been at the bottom of their industrial cycles."

"We are not running our businesses on the assumption that the recession is nearing an end," he added.

Operating income in UTC's power segment plunged to \$113m from \$248m a year ago.

At UTC's Pratt & Whitney aero-engine business, which recently said it would cut between 1,000 and 1,500 jobs by the end of January, sales from its lucrative spare parts business dropped 25 per cent in the first quarter. The company blamed this on sharply reduced airline travel and poor results at the airlines.

Profits from UTC's building systems dropped to \$31m from \$101m a year earlier, attributed to the Brazilian operations of UTC's Carrier air conditioning company where volumes fell sharply.

The industrial segment suffered a loss of \$5m against profits of \$15m a year earlier, which was blamed on the 18 per cent decline in North American car and light truck production in the quarter.

## AT&amp;T reaffirms intention to pursue NCR takeover

By Louise Kehoe in San Francisco

AMERICAN Telephone & Telegraph reaffirmed its determination to acquire computer maker NCR at the AT&T annual meeting in Chicago yesterday.

Mr Robert Allen, AT&T chairman, said, however, that the \$110 per share sought by NCR "is a price we're not willing to pay".

The proposed acquisition remains a key aspect of AT&T's strategy, Mr Allen said. "AT&T is firmly committed to a strategy for growth. Leadership in telecommunications is no longer enough."

AT&T must expand its presence in the market for networked computers, Mr Allen said.

Networked computing has become "a driving force behind the worldwide exchange of information", he noted. "I want AT&T to be a part of that business. This acquisition would make us the leader in network computing."

This month AT&T succeeded in ousting four directors of NCR, the fifth-largest US computer manufacturer, including Mr Charles Eley, its chairman. AT&T had tried to win control of NCR's 12-member board of directors as part of its hostile takeover bid.

AT&T originally offered to buy NCR for \$90 per share but NCR responded with a request for \$125. NCR dropped its request to \$110 a share but

AT&T said it would be willing to offer \$100 per share if NCR dropped its opposition to the bid.

AT&T has already spent \$12m in legal fees on the takeover attempt, Mr Allen said.

AT&T also reported its first-quarter results yesterday. Earnings for the quarter rose 6.5 per cent to \$712m, or 65 cents a share, from \$668m, or 62 cents, in the first quarter of 1990. Revenues increased to \$9.19bn from \$8.9bn in the year-ago period.

AT&T's earnings were boosted by a one-time gain of \$43m from the sale of 20 per cent of its Unix System Laboratories computer software subsidiary.

## Pentagon cuts depress General Dynamics

By Bernard Simon in New York

GENERAL Dynamics, the US defence contractor which is trimming its sales to adjust to lower military spending, suffered a small drop in earnings from continuing operations in the first quarter.

Net earnings tumbled to \$77m, or \$1.37 a share, from \$124m, or \$2.97 a share, a year earlier. Last year's figures, however, included a large gain from the settlement of an antitrust suit against AT&T and other telephone companies.

Earnings from continuing operations were \$63m in the

first quarter of 1990. Sales dipped to \$2.3bn from almost \$2.5bn, and the order backlog plunged to \$2.27bn from \$2.77bn. In both cases, the drop was blamed on the Pentagon's decision to scrap the A-12 attack aircraft programme.

General Dynamics took a large charge on the A-12 last year to reflect the uncertain outcome of legal claims it has launched against the US government.

Mr William Anders, chief executive, said the earnings "are right in line with our

plan". Mr Anders' strategy includes an emphasis on cash flow, which has resulted in a far-reaching austerity drive to maintain margins in a declining market.

General Dynamics cut its workforce to 90,900 from 98,100 during the first quarter, and is chopping capital spending this year by 46 per cent. The research and development budget has been trimmed by 18 per cent in the past year to an annual rate of about \$300m.

As domestic defence business slips, the company is

working hard to expand its penetration of the international market.

Mr Takol, another defence and space contractor, posted a small increase in net income in the March quarter to \$11.5m (90 cents a share) from \$10.5m (84 cents) a year earlier. Sales climbed by 7.8 per cent to \$307.5m.

A 25 per cent tumble in operating income from space business was offset by a strong performance in some military sectors and higher interest income.

## Microsoft beats forecasts to achieve record \$124m

By Louise Kehoe

MICROSOFT, the leading personal computer software publisher, reported record revenues and profits for its third fiscal quarter, exceeding analysts' expectations.

Third-quarter net income was \$123.5m, or 98 cents per share, an increase of 65 per cent over \$75.2m, or 62 cents, in the corresponding period a year ago.

Revenues for the quarter jumped 57 per cent to \$486.9m from \$310.9m in the same period last year.

Net income for the nine months rose 63 per cent to \$324.3m, or \$2.61 per share,

from \$199.2m, or \$1.69, a year ago.

Revenues for the nine months ended March 31, 1991, period were \$1.3bn, 56 per cent more than the \$846.5m recorded for the same period of fiscal 1990.

Microsoft's performance is remarkable in light of slowing sales growth in the personal computer market, particularly in the US.

The company said it achieved record revenues from all its retail sales of applications programs and from sales of operating system software through computer manufacturers.

## Apple to widen lawsuit over Windows program

By Louise Kehoe

MICROSOFT, the personal computer software publisher, said Apple Computer intends to broaden its legal action to include claims that its Windows 3.0 program infringes upon Apple copyrights.

Windows 3.0, the latest version of a Microsoft program which gives IBM-compatible computers ease-of-use features similar to those of Apple Computer's Macintosh, is one of Microsoft's most successful products. Close to 3m copies have been sold since it was introduced last May.

A spokesman for Apple said, however, that there had been no new filings in the case and

Apple has not made any formal changes to its complaint, which also names Hewlett-Packard.

In its original suit, Apple claimed an earlier version of Windows "and all derivative works" infringed its copyrights. "We consider Windows 3.0 to be a derivative work," Apple said.

At issue in the case are Apple's claims that computer screen graphics produced by Microsoft's Windows duplicate the screen images of its Macintosh personal computers.

Microsoft maintains it has not infringed any Apple copyrights.

## Cinema merger near collapse

By Patrick Harverson in New York

THE \$1.4bn merger between General Cinema, the US cinema and retailing group, and Harcourt Brace Jovanovich, the loss-making publishing and insurance company, appears to be on the verge of collapse.

General Cinema said yesterday that it had failed to reach an agreement with Harcourt bondholders over the purchase of their securities, and that no further talks between the two parties had been scheduled.

The takeover of Harcourt by General Cinema, first revealed on January 24, is conditional on 90 per cent of Harcourt bondholders accepting General

Cinema's offer of between 32.4 cents and 33 cents on the dollar for Harcourt's junk bonds.

General Cinema has said it will terminate the merger agreement if a deal with the bondholders is not struck before the deadline on the offer expires today at 5pm, New York time.

General Cinema, which has twice extended the expiry date of its tender offer, said it was willing to raise its bid for the bonds. However, the company said the price demanded by the committee representing Harcourt bondholders was too high.

The price of Harcourt's stock and junk bonds fell sharply on news of the breakdown in talks. On the New York Stock Exchange, Harcourt shares had fallen 3% to \$9 and its 14.75 subordinated debentures due in 2002 had slipped 5 points to 32 by midday yesterday. General Cinema shares were down 4% at \$23.

Industry analysts said yesterday if the merger deal collapses, another buyer of part, or all, of Harcourt would have to be found quickly if the publishing and insurance group were to have a long-term future.

## Philip Morris net advances 22%

By Nikki Tait in New York

PHILIP Morris, the huge tobacco and food combine, yesterday reported a 21.5 per cent increase in after-tax earnings in the first quarter of 1991, to \$942m.

Earnings per share rose by a similar amount, to \$1.02, compared with 84 cents, although the advance in operating revenues was slightly greater, up 24.9 per cent.

Figures for the first quarter of 1991 include results from the acquisition of the Swiss-based coffee and confectionery group which Philip Morris bought for \$4.1bn in the autumn of 1990.

In terms of operating profits,

the sharpest advance was seen in Philip Morris' international tobacco division.

Here, profits rose to \$508m from \$382m, and Mr Hamish Maxwell, the company's outgoing chairman, said unit volume in the relatively high-margin export business increased by 23.4 per cent year-on-year.

On the domestic tobacco front, operating income rose by 12 per cent to \$914m, with "slightly higher unit volume".

The US tobacco market has been in decline for some years. At Kraft General Foods, operating income surged by 24.5 per cent, but the results

partly reflect Suchard's inclusion. Mr Maxwell said General Foods USA saw significant profit improvements, and KFG International also saw higher volumes and margins in Europe.

Miller Brewing Company reported a slight improvement in operating income, but volumes were affected by trade buy-ins ahead of the excise tax rise on January 1.

American Brands, the tobacco, drinks and consumer products group, yesterday reported a more modest 10.3 per cent increase in net earnings, at \$216.7m, in the first quarter.

## Forest products group reports C\$50m loss

By Robert Gibbens in Montreal

THE Canadian forest products industry is reporting continued losses for the first quarter and warns that little relief is likely until well into 1992.

Canadian Pacific Forest Products, a fully integrated group and one of North America's biggest newsprint producers, reported a first-quarter loss of C\$50.1m (US\$43.1m), or C\$1.14 a share, against a profit of C\$4.8m or 11 cents a share in the first quarter of 1990.

The company cited low market pulp prices, now down about US\$200 per ton from the recent peak, and also poor newsprint prices. Tonnage volumes were also sharply lower.

CFPP is reviewing all its

operations and will keep only those businesses where it has "competitive strength".

But it is completing a C\$350m modernisation at Thunder Bay, Ontario, and will invest a further C\$210m for a new pulping unit and paper machine modernisation at Gatineau in Quebec.

Donohue, another big market pulp and newsprint producer, suffered a net loss of C\$1.3m, or 5 cents a share in the first quarter against profit of C\$10m or 31 cents a year earlier, on sales of C\$131m, against C\$158m. The only bright area is lumber where lower interest rates and higher North American stocks are beginning to firm prices.

## GTE hit by charge of \$245m

By Nikki Tait

GTE, which operates the largest non-Bell telephone system in the US, yesterday revealed a sharp fall in first-quarter earnings to \$200m, compared with \$407m in the same period a year earlier. Earnings per share slipped from 46 cents to 22 cents.

However, the market was already aware GTE would take a one-time charge, resulting from its merger with Conelco, and had expected the bottom-line reduction.

GTE said that, exclusive of the \$245m one-off charge and a compensatory gain on the transfer of minority interests in certain cellular properties, net income worked out at \$404m, or 45 cents a share.

This, it said, represented a 7 per cent advance on the first quarter of 1990 - once the previous year's results were also adjusted to include a full period of operations for the cellular properties bought last year.

Sales in the first quarter totalled \$5.22bn, with \$3.79bn coming from the telephone operations.

GTE said the reduction in revenues from its telephone operations reflected the weakening economy. Operating income in this division improved by 7 per cent to \$964m, largely due to cost control and a reorganisation of operations.

## MacMillan Bloedel drops 87% and sees no relief

By Robert Gibbens

DEPRESSED markets for pulp, paper and wood products brought an 87 per cent drop in MacMillan Bloedel's first-quarter earnings and the company sees little hope of improvement later in the year.

Net profit was C\$3.8m (US\$3.27m), compared with C\$30m or 26 cents a common share in the first quarter of 1990 when the recession was already biting into forest products companies' earnings.

Sales were C\$678m, against C\$781m.

After preferred dividends,

there were no earnings attributable to the common shares in the latest quarter.

Newsprint markets were weak and a price increase posted on January 1 failed to hold. Advertising volume in the western US market has fallen drastically this year. Pulp and containerboard prices continued to decline.

MacMillan said the brighter spots included offshore and specialty timber markets and the Netherlands. Fine paper affiliate KNP made a good profit contribution.

## Scott Paper down by 51% after tax

By Nikki Tait

SCOTT PAPER, the world's largest producer of toilet tissue, paper towels and napkins, combined news of a 51 per cent slump in first-quarter net earnings with details of top management changes.

Scott said it made \$39.3m after tax in the three months to March 30, on sales of \$1.23bn, compared with \$60.1m on sales of \$1.29bn last time. However, the 1991 figures exclude earnings and sales from those "non-strategic" businesses which Scott has put up for sale.

If these were also excluded from the 1990 results, sales would have risen year-on-year by 10 per cent, while operating income would have declined by 17 per cent. The 1990 contribution to net income from these was negligible.

Scott blamed the profits drop on the depressed US economic environment, and on the repairs to the recovery boiler needed at its Somerset mill in Maine. These factors, it said, caused a sharp earnings fall at S.D. Warren, the printing and publishing papers subsidiary.

By contrast, it suggested that Scott's Western US personal care and cleaning business, showed improved results, while the international operations had "an excellent quarter". Earnings in Europe advanced by 70 per cent.

## Coca-Cola strongly ahead in first quarter

COCA-COLA, the world's largest soft drinks company, yesterday unveiled first-quarter earnings at the higher end of Wall Street analysts' expectations, Reuters reports.

The group turned in first-quarter net income of \$320.9m, up from \$283.5m last time on revenues of \$2.48bn, against \$2.15bn. Earnings per share rose to 45 cents from 41 cents a year ago, with volume outside North America up 6 per cent and worldwide gallon sales of syrups and concentrates up 4 per cent.

The earnings also benefited from a 6 per cent softer dollar against key foreign hard currencies, compared with a year ago.

Roberto Goizueta, chairman, said the company's US business showed a 4 per cent gain in the quarter in unit case sales.

## BANCA COMMERCIALE ITALIANA

Joint Stock Company - Head Office in Milan, Italy  
 Company Registered No. 2774 - Milan Court  
 Capital Stock L. 1,500,000,000.00 - Shareholders L. 1,500,000,000.00  
 Bank of National Interest

The Shareholders of Banca Commerciale Italiana are called to an Ordinary and Extraordinary General Meeting to be held at Piazza Belgioioio 1, Milan, Italy, at 10 a.m. on 29th April 1991, and if necessary, for the second time of convening on 22nd May 1991 at the same time and place, to resolve the following

## Agenda

- Ordinary Part
- 1) Reports of Board of Directors and of Internal Auditors; submission of Accounts as at 31st December 1990 and resolutions arising therefrom.
  - 2) Proposal to charge the Company for the fees due to the Common Representative of the holders of savings shares.
- Extraordinary Part
- 3) Proposed merger by incorporation of Ceppo S.r.l., Milan with Banca Commerciale Italiana S.p.A., Milan. Determination of merger conditions and procedures. Resolutions arising therefrom and delegation of powers.

Holders of shares bearing the right to vote are entitled to take part in the General Meeting provided that they have deposited their shares with the Bank or with Monte Titoli at least five days before the date of the General Meeting, in accordance with the provision of Art. 4 of Law No. 1745 of 29th December 1962. This also applies to those who are registered on the Share Register.

The Chairman  
 of the Board of Directors

## State Bank of Victoria

(a corporation constituted under the State Bank Act 1958 of the State of Victoria, Australia)

## U.S. \$125,000,000 Guaranteed Undated Capital Notes

For the six months 17th April, 1991 to 17th October, 1991 the Notes will carry an interest rate of 6% per annum with an interest amount of U.S. \$320.89 per U.S. \$10,000 Note and U.S. \$8,022.14 per U.S. \$250,000 Note. The relevant interest payment date will be 17th October, 1991.

Listed on the London Stock Exchange  
 Bankers Trust Company, London Agent Bank

## Manufacturers Hanover Corporation

U.S. \$100,000,000 Floating Rate Subordinated Notes due 1997

In accordance with the provisions of the Notes, notice is hereby given that the Notes will carry an interest rate of 6% per annum for the period 17th April, 1991 to 17th July, 1991 with a coupon amount of U.S. \$159.57 for the U.S. \$10,000 denomination and U.S. \$3,989.15 for the U.S. \$250,000 denomination and will be payable on 17th July, 1991 against surrender of Coupon No. 24.

Bankers Trust Company, London Agent Bank

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The following appears as a matter of record.



On April 11, 1991, Compagnie Financière Suisse de Dérivés signed an agreement with a group of financial institutions for a loan of 500 million French Francs.

This loan, whose reimbursement is due September 30, 1994, increases the long term capital of the Group Suisse de Dérivés and in particular that of its trading affiliates Markitex Suisse and Sweden Kery.

## MFC Finance No.1 PLC

Mortgage Backed Floating Rate Notes Due October 2023 in accordance with the Terms and Conditions of the Notes, notice is hereby given that the new interest rates and periods in respect of the subject Notes are as follows:-

Payment Date	Rate %	Payment Date	Rate %
1st April 1991	10.00	1st April 1991	12.75
1st July 1991	10.25	1st July 1991	12.50
1st October 1991	10.50	1st October 1991	12.25

By Citibank, N.A. (CIB) (Dated April 18, 1991)

CITIBANK

000120





## GOLD MINING COMPANIES' REPORTS FOR THE QUARTER ENDED 31 MARCH 1991

All companies mentioned are incorporated in the Republic of South Africa

STILFONTEIN  
Gold Mining Company Limited

Company Registration No. 05/33412/06

## Underground operations to cease

Issued capital - 10 000 000 shares of 50 cents each.

	Quarter ended 31.3.1991	Quarter ended 31.12.1990	6 months ended 31.3.1991
<b>OPERATING RESULTS</b>			
Mined (mt)	312 391	312 120	624 511
One milled - underground (mt)	165 000	165 000	330 000
Yield (g/t)	482 000	482 000	964 000
Gold produced (kg)	31 197	31 197	62 394
Working revenue (R'000)	31 197	31 197	62 394
Working costs (R'000)	31 197	31 197	62 394
Working income (R'000)	0	0	0
Gold price received (R'000)	31 197	31 197	62 394

<b>FINANCIAL RESULTS (R'000)</b>			
Working revenue	31 197	31 197	62 394
Working costs	31 197	31 197	62 394
Working income	0	0	0
Income before taxation	0	0	0
Taxation and State's share of income	0	0	0
Income after taxation and State's share of income	0	0	0
Dividend declared	0	0	0

<b>DEVELOPMENT</b>			
Advanced (mt)	11.2	7.8	19.0
Advanced on reef (mt)	4.7	3.4	8.1
Channel width (cm)	41	46	43.5
Average value - gold (cm/gt)	11.2	7.8	9.5
Average value - uranium (cm/gt)	4.7	3.4	4.05

**REMARKS**

- Estimated capital expenditure for the next six months - R1.7 million.
- Reinvestment costs of R0.4 million are included in working costs.
- On 2 April 1991 it was announced that the mine would cease underground operations by the end of the year. The company will continue to treat dump material and it will continue its pumping operations.
- As Stilfontein has become a wholly-owned subsidiary, its results will no longer be published separately. Its net income after taxation for the quarter amounted to R197 000.

## Beatrix mine

(A division of Buffelsfontein Gold Mining Company Limited)

## Increased taxation reduces distributable income

In terms of an agreement, 10 percent of the distributable income from the Beatrix mine is attributable to Buffelsfontein and 90 percent to Beatrix Mines Limited.

	Quarter ended 31.3.1991	Quarter ended 31.12.1990	6 months ended 31.3.1991
<b>OPERATING RESULTS</b>			
Mined (mt)	114 528	126 231	240 759
One milled (mt)	558 000	558 000	1 116 000
Yield (g/t)	6.2	6.2	6.2
Gold produced (kg)	3 594	3 594	7 188
Working revenue (R'000)	30 884	31 116	61 999
Working costs (R'000)	21 089	21 438	42 527
Working income (R'000)	9 795	9 678	19 473
Gold price received (R'000)	30 884	31 116	61 999

<b>FINANCIAL RESULTS (R'000)</b>			
Working revenue	30 884	31 116	61 999
Working costs	21 089	21 438	42 527
Working income	9 795	9 678	19 473
Income before taxation	9 795	9 678	19 473
Taxation and State's share of income	1 517	1 483	3 000
Income after taxation and State's share of income	8 278	8 195	16 473
Dividend declared	4 000	4 000	8 000

<b>DEVELOPMENT - Beatrix Reef</b>			
Advanced (mt)	9 189	9 512	18 701
Advanced on reef (mt)	1 580	2 552	4 132
Channel width (cm)	1 688	2 826	2 257
Average value - gold (cm/gt)	17.0	5.3	10.8
Average value - uranium (cm/gt)	7.8	8.1	8.0

**REMARKS**

- Estimated capital expenditure for the next six months - R8.8 million.
- The introduction of the amended formula for mining taxation for this financial year resulted in an upward adjustment of R2.2 million in this quarter to rectify the liability for the nine months to March 1991.
- The attention of shareholders is drawn to the quarterly report of Beatrix Mines Limited, which appears elsewhere in this publication.

UNISEL  
Gold Mines Limited

Company Registration No. 72/1004/06

## Gold production drops

Issued capital - 28 000 000 shares of no-par value.

	Quarter ended 31.3.1991	Quarter ended 31.12.1990	6 months ended 31.3.1991
<b>OPERATING RESULTS</b>			
Mined (mt)	38 885	47 211	86 096
One milled (mt)	206 000	242 000	448 000
Yield (g/t)	5.8	5.2	5.5
Gold produced (kg)	2 200	2 400	4 600
Working revenue (R'000)	21 753	21 753	43 506
Working costs (R'000)	27 903	24 945	52 848
Working income (R'000)	(6 150)	(3 192)	(11 342)
Gold price received (R'000)	21 753	21 753	43 506

<b>FINANCIAL RESULTS (R'000)</b>			
Working revenue	21 753	21 753	43 506
Working costs	27 903	24 945	52 848
Working income	(6 150)	(3 192)	(11 342)
Income before taxation	(6 150)	(3 192)	(11 342)
Taxation and State's share of income	1 637	1 199	2 836
Income after taxation and State's share of income	(4 513)	(4 391)	(8 506)
Dividend declared	0	0	0

<b>DEVELOPMENT</b>			
Advanced (mt)	2 288	2 151	4 439
Advanced on reef (mt)	134	13	147
Channel width (cm)	127	110	118.5
Average value - gold (cm/gt)	12.2	8.3	10.2
Average value - uranium (cm/gt)	1.228	8.6	10.69

**REMARKS**

- Estimated capital expenditure for the next six months - R11 million.
- Interim dividend No. 23 of 10 cents per share was declared.
- A decision has been taken to amalgamate various services with those of St Helena in order to reduce costs wherever possible.
- A fall in volume in the newly-opened area on the western side of the mine resulted in a reduction in the tonnage milled, with a consequent reduction in gold production of 303 kilograms.

WINKELHAAS  
Mines Limited

Company Registration No. 55/8308/06

## Capex absorbs profits

Issued capital - 12 100 000 shares of R1 each.

	Quarter ended 31.3.1991	Quarter ended 31.12.1990	6 months ended 31.3.1991
<b>OPERATING RESULTS</b>			
Mined (mt)	108 250	119 658	227 908
One milled (mt)	483 000	492 000	975 000
Yield (g/t)	6.0	6.1	6.1
Gold produced (kg)	2 900	3 002	5 902
Working revenue (R'000)	31 050	31 250	62 300
Working costs (R'000)	23 983	23 395	47 378
Working income (R'000)	7 067	7 855	14 922
Gold price received (R'000)	31 050	31 250	62 300

<b>FINANCIAL RESULTS (R'000)</b>			
Working revenue	31 050	31 250	62 300
Working costs	23 983	23 395	47 378
Working income	7 067	7 855	14 922
Income before taxation	7 067	7 855	14 922
Taxation and State's share of income	1 391	1 622	3 013
Income after taxation and State's share of income	5 676	6 233	11 909
Dividend declared	0	0	0

<b>DEVELOPMENT - Kimberley Reef</b>			
Advanced (mt)	3 839	3 550	7 389
Advanced on reef (mt)	540	502	1 042
Channel width (cm)	754	731	742.5
Average value - gold (cm/gt)	12.2	12.5	12.4
Average value - uranium (cm/gt)	1 023	1 082	1 053

**REMARKS**

- Estimated capital expenditure for the next six months - R37 million.
- No. 6 Main Shaft has been commissioned and development to reef on 7.8.9 & 10 Levels is progressing satisfactorily.
- Interim dividend No. 62 of 100 cents per share was declared.
- The combined influence of the current low gold price and the high capital expenditure programme at the No. 6 shaft complex are having a material adverse impact on distributable earnings. The extent to which capital expenditure can be deferred without affecting the continuity of the No. 6 shaft programme is being investigated. Financing facilities of R60 million at favourable rates have been established against the event that it is decided to use an element of bridging finance. However, in the absence of an improvement in the gold price, dividends in the immediate future are likely to decline materially from current levels.

WELTEVREDEN  
Mines Limited

Company Registration No. 70/1448/06

## Development on target

Issued capital - 5 000 000 shares of 1 cent each.

**PROJECT PROGRESS**

- Sinking of the twin declines advanced to a distance of 542 metres from the surface portal.
- Construction work on surface is progressing on schedule.
- Capital expenditure to date amounts to R42.8 million and is within budget.

The GROOTVLEI  
Proprietary Mines Limited

Company Registration No. 01/0208/06

## Costs down, profits up

Issued capital - 11 436 816 stock units of 25 cents each.

	Quarter ended 31.3.1991	Quarter ended 31.12.1990	6 months ended 31.3.1991
<b>OPERATING RESULTS</b>			
Mined (mt)	27 878	28 101	55 979
One milled - underground (mt)	113 000	108 000	221 000
Yield (g/t)	5.2	5.2	5.2
Gold produced (kg)	1 436	1 436	2 872
Working revenue (R'000)	31 824	32 070	63 894
Working costs (R'000)	26 088	26 547	52 635
Working income (R'000)	5 736	5 523	11 259
Gold price received (R'000)	31 824	32 070	63 894

<b>FINANCIAL RESULTS (R'000)</b>			
Working revenue	31 824	32 070	63 894
Working costs	26 088	26 547	52 635
Working income	5 736	5 523	11 259
Income before taxation	5 736	5 523	11 259
Taxation and State's share of income	772	772	1 544
Income after taxation and State's share of income	4 964	4 751	9 715
Dividend declared	0	0	0

<b>DEVELOPMENT</b>			
Advanced (mt)	275	247	522
Advanced on reef (mt)	142	147	289
Channel width (cm)	141	125	133
Average value - gold (cm/gt)	5.2	5.2	5.2
Average value - uranium (cm/gt)	9.9	5.9	7.1

**REMARKS**

- Estimated capital expenditure for the next six months - R0.5 million.

LESLIE  
Gold Mines Limited

Company Registration No. 68/0112/06

## Good values in the northern block

Issued capital - 16 000 000 shares of 65 cents each.

	Quarter ended 31.3.1991	Quarter ended 31.12.1990	6 months ended 31.3.1991
<b>OPERATING RESULTS</b>			
Mined (mt)	29 484	32 821	62 305
One milled (mt)	108 000	116 000	224 000
Yield (g/t)	5.0	4.9	4.9
Gold produced (kg)	1 476	1 608	3 084
Working revenue (R'000)	30 511	30 007	60 518
Working costs (R'000)	24 554	24 007	48 561
Working income (R'000)	5 957	6 000	11 957
Gold price received (R'000)	30 511	30 007	60 518

<b>FINANCIAL RESULTS (R'000)</b>			
Working revenue	30 511	30 007	60 518
Working costs	24 554	24 007	48 561
Working income	5 957	6 000	11 957
Income before taxation	5 957	6 000	11 957
Taxation and State's share of income	824	824	1 648
Income after taxation and State's share of income	5 133	5 176	10 309
Dividend declared	0	0	0

<b>DEVELOPMENT - Kimberley Reef</b>			
Advanced (mt)	873	1 127	2 000
Advanced on reef (mt)	143	189	332
Channel width (cm)	141	125	133
Average value - gold (cm/gt)	5.0	4.9	4.9
Average value - uranium (cm/gt)	1 473	1 608	1 540

**REMARKS**

- Estimated capital expenditure for the next six months - R0.7 million.
- Northern Block development is proceeding mainly off reef to expand the underground production. To date 5 136 metres have been developed, of which 815 metres were on reef at an average value of 1 000 centimetre grams per tonne.
- Interim dividend No. 83 of 5 cents per share was declared.

WEST RAND  
Consolidated Mines Limited

Company Registration No. 01/0138/06

## Improved development results

Issued capital - 4 250 000 ordinary shares of R1 each.

	Quarter ended 31.3.1991	Quarter ended 31.12.1990	6 months ended 31.3.1991
<b>OPERATING RESULTS</b>			
Mined (mt)	21 885	21 885	43 770
One milled - underground (mt)	88 000	88 000	176 000
Yield (g/t)	5.8	5.8	5.8
Gold produced (kg)	1 260	1 260	2 520
Working revenue (R'000)	32 458	31 422	63 880
Working costs (R'000)	31 422	31 422	62 844
Working income (R'000)	1 036	0	1 036
Gold price received (R'000)	32 458	31 422	63 880

<b>FINANCIAL RESULTS (R'000)</b>			
Working revenue	32 458	31 422	63 880
Working costs	31 422	31 422	62 844
Working income	1 036	0	1 036
Income before taxation	1 036	0	1 036
Taxation and State's share of income	0	0	0
Income after taxation and State's share of income	1 036	0	1 036
Dividend declared	0	0	0

<b>DEVELOPMENT</b>			
Advanced (mt)	1 013	1 093	2 106
Advanced on reef (mt)	786	821	1 607
Channel width (cm)	68	76	72
Average value - gold (cm/gt)	1 206	810	910

**REMARKS**

- Estimated capital expenditure for the next six months - Nil.

ST. HELENA  
Gold Mines Limited

Company Registration No. 05/2014/06

## Stopping operations scaled down

Issued capital - 9 828 000 ordinary shares of R1 each.

- 3 828 000 'A' cumulative preference shares of R1 each.
- 3 828 000 'B' cumulative preference shares of R1 each.
- 2 172 000 'C' cumulative preference shares of R1 each.

	Quarter ended 31.3.1991	Quarter ended 31.12.1990	6 months ended 31.3.1991
<b>OPERATING RESULTS</b>			
Mined (mt)	79 051	87 216	166 267
One milled (mt)	410 000	405 000	815 000
Yield (g/t)	6.2	6.2	6.2
Gold produced (kg)	2 550	2 551	5 101
Working revenue (R'000)	30 884	31 116	61 999
Working costs (R'000)	28 417	28 417	56 834
Working income (R'000)	2 467	2 700	5 167
Gold price received (R'000)	30 884	31 116	61 999

<b>FINANCIAL RESULTS (R'000)</b>			
Working revenue	30 884	31 116	61 999
Working costs	28 417	28 417	56 834
Working income	2 467	2 700	5 167
Income before taxation	2 467	2 700	5 167
Taxation and State's share of income	0	0	0
Income after taxation and State's share of income	2 467	2 700	5 167
Dividend declared	0	0	0

<b>DEVELOPMENT</b>			
Advanced (mt)	1 487	1 487	2 974
Advanced on reef (mt)	1 487	1 487	2 974
Channel width (cm)	108	108	

## INTERNATIONAL CAPITAL MARKETS

## US long bond prices rally as freight rail strike bites

By Patrick Harverson in New York and Tracy Corrigan in London

## BENCHMARK GOVERNMENT BONDS

	Coupon	Red Date	Price	Change	Yield	Week Age	Month Age
UK GILTS							
	13.500	08/82	103.21	+0.0032	10.54	10.53	10.53
	9.000	03/00	93.23	+0.0032	10.03	9.99	10.22
	9.000	10/08	83.04	+0.0432	9.83	9.77	9.99
US TREASURY							
	7.750	02/01	98.34	+0.0432	7.88	8.23	8.21
	7.875	02/21	97.18	+0.1032	8.03	8.01	8.05
JAPAN	No 118	6/88	88.4775	-0.0532	7.03	7.05	6.95
	No 120	6/40	85.5442	-0.0532	6.86	6.87	6.88
GERMANY							
	6.400	01/01	104.2800	+0.330	8.33	8.34	8.41
FRANCE	STAN	9.000	02/86	93.8513	+0.075	9.01	9.10
	OAT	9.500	01/01	104.3000	+0.150	8.51	8.51
CANADA							
	9.750	09/01	101.6500	+0.325	9.48	9.50	9.54
NETHERLANDS							
	6.500	03/01	96.6800	+0.180	8.55	8.54	8.68
AUSTRALIA							
	10.000	07/00	111.7513	+0.737	10.94	11.22	11.49
BELGIUM							
	10.000	09/00	105.2500	-	9.12	8.98	9.00
London closing, *denotes New York morning session							
Yields: Local market standard Prices: US, UK in 32nds., others in decimals							

London closing, "denotes New York morning session. Prices: US, UK in 32nds, others in decimal.

Yields: Local market standard. Technical Data/ATLAS Price Sources

## GOVERNMENT BONDS

The two-year note, however, was unchanged at 100%, yielding 6.882 per cent.

Trading was said to be quiet. In the absence of a move on interest rates from the Federal Reserve, the bond market looked elsewhere for a lead and found it in the rail strike.

Estimates suggest that the 250,000 railworkers' industrial action could stop the flow of one-third of US goods in the country, making as many as half a million non-rail workers temporarily out of work. Bad news for the economy is traditionally good news for long bond prices.

The market was also helped by a report that Mr Alan Greenspan, the Fed chairman, had said at a conference that while the recovery was under way, there was more economic weakness ahead.

He was also reported to have said that US inflation was under control, and his remarks were seen by the market as a hint that further interest rate cuts might be in the pipeline.

## EUROPEAN bond markets

were lifted by the rally in the US. Dealers said that there are some short positions in the market, which could prompt something of a short-covering rally in the next few days.

The Bund futures contract on the London International Financial Futures Exchange ended at 85.80, up from 85.46.

Trading in the gilts market was confined to a narrow price range in low volume yesterday. The market failed to react to data showing a \$3.1bn borrowing requirement in March, in line with expectations.

The Bank of England's £1.2bn tranche of 10 per cent gilts due 1996, to be auctioned next week, is trading on a when-issued basis at 48% (the stock is partly paid), in line with the outstanding issue.

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## Bond Corp subsidiary in winding up reprieve

By Mark Westfield in Sydney

EUROPEAN bond holders owed a total of US\$1bn by Australia's teetering Bond Corporation are due to hold their delayed meetings next month to vote on a proposed reconstruction of the group in which they would take about 70 per cent of the equity.

The bond holders were given some hope yesterday that Bond Corp would survive until the meetings when the liquidator to subsidiary J.N. Taylor agreed in an out of court settlement to delay winding up proceedings against Bond Corp Finance, the Bond Corp finance arm. BCF owes J.N. Taylor \$150m. When J.N. Taylor was placed in liquidation last year it also triggered the collapse of Bond Corp.

The J.N. Taylor Liquidator, Mr Richard England, agreed yesterday to temporarily withdraw his action to seek a pro-voidance order against BCF while he examined BCF's books. He has agreed to stay his hand until next Friday.

Yesterday's proceedings in the Supreme Court of South Australia, the state in which J.N. Taylor is incorporated, were adjourned until Monday week pending the outcome of Mr England's examination.

He is expected to decide then whether to press ahead with his winding up application against BCF, or take part in the reconstruction.

Bond Corp's largest single creditor, Bell Resources (now known as Australian Consolidated Investments), which is owed \$430m, has tentatively agreed to take part in the scheme of arrangements and exchange its debt for equity in Bond Corp.

Bond Corp executive director Mr Kim McGrath, said yesterday the company would begin advertising the dates of the bond holders' meetings in European newspapers today. Convertible bond holders will be asked to meet in London on May 8, the Swiss debt holders in Geneva on May 16 and the German Euro-bond holders in Frankfurt on May 31.

## Queensland opens tenders for banking

QUEENSLAND state has opened tenders for its banking business, which has an annual turnover of more than \$100bn, Reuters reports.

Queensland Treasurer Mr Keith De Lacy said the government has decided to invite tenders for its banking business, which is now handled by the country's central bank, the Reserve Bank, and the Australian government-owned Commonwealth Bank Corp.

"Almost \$900 is handled through the state's bank accounts each month, so there is a significant incentive for the institutions," Mr De Lacy said.

The current agreement with the two official banks would end on July 1, and tender documents have been completed, a government official said.

Institutions applying to handle the regional government's business would need to maintain its 1,400 departmental accounts, and might be required to handle 2,600 accounts operated by state school administrators.

The successful tenderer will operate a statewide agency to collect government revenue, provide clearing house and direct debiting facilities.

Mr De Lacy said Queensland's present agreement with the Reserve Bank was unsatisfactory. It requires the government to maintain an interest-free deposit with the central bank, and some payments to the government take a month to reach central offices.

## JSDA calls for measures to lure stock investors

THE JAPAN Securities Dealers Association (JSDA) has drafted a report calling for measures to lure individual investors back to the stock market, Reuters reports from Tokyo.

Proposals include the introduction of an investment system where one brokerage house would collect funds on behalf of many individual investors to invest in one listed company.

The introduction of a system where small investors can buy a small amount of shares in a certain company instead of the required 1,000-share minimum trading unit was also proposed, the official said.

The JSDA called for listed companies to cut minimum trading units from 1,000 shares to 100. It also asked for more stock splits and preferred share issues.

All of these securities have been sold. This announcement appears as a matter of record only.  
New Issue/April 11, 1991

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Interest Amount per £5,000

Note due 17th July, 1991

£149.90

Interest Amount per £5,000

Note due 17th July, 1991

£149.90

Agent Bank

Baring Brothers &amp; Co., Limited

ALCAN ALUMINIUM LTD

USD 200 Million

Note Issuance Facility

Dated 15th August 1990

In accordance with clause 7 of the Terms and Conditions of the Notes, notice is hereby given that the Company has elected, pursuant to clause 2 (b) of the Notes, to redeem the USD 25 million Note issued on 31st October 1980 maturing on 1st November 1990 at its principal amount on the next interest payment date being 30th April 1991.

Agent Bank

Banque Paribas Luxembourg

Société Anonyme

Swiss Bank Corporation

London

Reference Agent and Grantors Agent.

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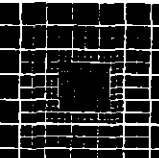
The Directors of the above fund have declared the following final dividend per share for the financial period ended 31st March, 1991, payable on 30th April, 1991 in respect of shares in issue on 31st March, 1991.

US Dollars 0.4126 per share against coupon No. 14.

Shareholders should send their coupons to Amsterdam Depository Company N.V., Spuistraat 172, 1012 VT, Amsterdam.

EBC Trust Company (Jersey) Limited  
Secretary

Dated: 18th April, 1991



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HB



## Italian bank rule easing prompts 2,562 new outlets

By Haig Simonian in Rome

THE Bank of Italy's liberalised rules on bank branching, introduced at the end of March 1990, have resulted in the green light for 2,562 new bank outlets in the first year alone.

According to the central bank, which previously kept new branch openings in Italy under very tight control, 1,225 of the new outlets are already operative.

Despite the relaxation of the previous system, under which the Bank of Italy would adjudicate on requests for new branches at roughly four-year intervals, around a quarter of the applications it received in the past year have been rejected.

Of the 3,789 cases of banks informing the Bank of Italy that they wanted to open new units, the central bank blocked 912. A further 315 requests were still under consideration

as at end-March, it said. As expected, the bulk of the failed applications came from small banks with expansion plans which the Bank of Italy has judged to be too grandiose in relation to their size and resources.

● Jafco, the Nomura Securities subsidiary which is Japan's leading venture capital investor, is taking a 1 per cent stake in Sofipa, the Italian venture capital group.

The investment, Jafco's first in Italy, will come via a capital increase of \$100m, based on Sofipa, which is raising its fully-paid up share capital to £120m.

Sofipa, set up in 1982, has investments with a book value of £175m. Two of the companies in which it has invested have gone public in recent years.

## Swedish firm packages two junk bond deals

By Tracy Corrigan

A SWEDISH investment management firm, Carlson Investment Management, has completed two deals backed by portfolios of junk bonds and placed with US insurance companies. Further deals, to be placed with European investors, are planned.

The US high-yield or junk bonds were repackaged to create two issues of collateralised bond obligations (CBO). The first, a \$15m CBO, will be managed by Saudi International Bank. About \$85m of senior bonds were placed with US investors, while \$10m of lower-ranked bonds were bought by Saudi. Carlson will hold the remaining equity.

The portfolio yields around 15 per cent, while the new bonds pay interest of just over 10 per cent, providing a substantial cushion for defaults. Although economic recession in the US has increased the level of corporate defaults, many investors now take the

view that the worst is over, and are becoming hungry for yield, said Mr Björn Carlson, the president of Carlson Investment Management.

The second deal was a \$25m package arranged in conjunction with Massachusetts Mutual Life. An issue of \$100m bonds was placed with US insurance companies, with the two arrangers holding the equity. Both issues were rated Double-A2 by Moody's and have an expected life of about eight years.

● The Chinese government has no plans to float bonds overseas this year because the cost of raising funds is too high, Reuters reports. The ministry of finance's state debt management department said the development of eastern Europe and post-war reconstruction in the Gulf was likely to increase demand on world capital markets and keep costs for borrowers high.

## Chicago to add fresh dimension to trade

By Barbara Durr in Chicago

THE CHICAGO Mercantile Exchange will launch trading in options on its one-month Libor (London interbank offered rate) futures contract on June 12.

The futures-options will add a fresh dimension to the one-month Libor future, which has become the most successful new contract launched by the exchange since its Standard & Poor's 500 stock index future started trading in 1982.

As of April 15, open interest in the Libor futures stood at 15,931 - a record. Trading volume has also steadily increased, with the March monthly total reaching nearly 35,000 contracts.

Apart from the Libor futures and the proposed Libor options, the exchange's interest rate products include futures and options on 90-day Treasury bills and Eurodollars. One-month Libor options will be listed on the first three consecutive contract months on June 12, pending approval by the Commodity Futures Trading Commission, the futures industry regulators.

## Aegion in put option move

AEGION, the Dutch insurance company, may lower the price at which investors can convert Swiss franc notes into shares, to discourage them from exercising a put option which falls on June 30, writes Tracy Corrigan.

Investors must give notice of their intention to exercise that put option between May 16 and May 31.

Holders of two convertible issues, totalling Fr310m, launched by Swiss Bank Corporation in 1986, are likely to demand early redemption under the put option at par plus a premium of 10.25 per cent for one deal and 11.5 per cent for the other, unless the share price improves substantially by that time.

The share price is currently DFL150, so conversion at the set price of DFL126 does not appear attractive.

## Chile changes the rules for conversion

The central bank has responded to pressure from investors, writes Leslie Crawford

CHILE'S central bank, under pressure from foreign and Chilean investors, has relaxed the rules of its debt-equity conversion programme.

Foreign companies who used debt swaps to invest in Chile can now repatriate capital after three years, instead of the 10 years stipulated in the original debt-conversion contracts.

But those who wish to unlock their investments before 10 years will have to pay a penalty. The central bank says it will charge an exit fee based on the length of time the company has been in Chile, and on the bonus the company gained through the purchase of Chilean debt at a discount on the secondary markets.

The central bank says the exit fee will put companies who invested through debt swaps, otherwise known as Chapter XIX of the Compendium of Foreign Exchange Regulations, on an equal footing with foreign investors who brought their own capital into Chile.

The central bank adopted these more flexible rules due to the difficulties two large foreign investors are having in trying to pull out of Chile. Carter Holt

Harvey, the New Zealand forestry group, is seeking a buyer for its \$300m stake in Copeco, Chile's largest private industrial group, and Security Pacific, the US bank, has been unable to sell 60 per cent of its Chilean bank.

Both companies were among the first to take advantage of the incentives offered by Chile's debt swap programme. Carter Holt bought into Copeco in 1987 with a \$161m debt swap.

It later expanded its Chilean holdings in forestry, cellulose production and fishing with \$35m of its own resources. It also launched a \$1.2bn investment programme with Chile's Angelini group, the other main shareholder in Copeco.

Given that the bulk of these investments will begin to bear fruit next year, the Chilean government's decision to plant comes on stream, Carter Holt's plans to sell its Chilean assets came as a surprise. The New Zealand group said in February that the sale would ease the company's debt burden following a series of acquisitions in Australia and at home.

But under the old Chapter XIX rules, Carter Holt's divestment plans hit a snag: it had signed a pact with Mr Ana-

cleto Angelini in 1987 giving his group the first option to purchase Carter Holt's Copeco shares if the New Zealanders ever decided to pull out of Chile. And by selling to a Chilean group, the proceeds would remain tied in Chile until 1997.

So Copeco joined the growing chorus of corporate critics against the central bank. "It is grossly unfair to forbid Chileans from taking over these investments," says Mr Jose Antonio Guzman Dumas, Copeco's vice-president.

Security Pacific says it is in a different boat. It set up operations in Santiago in 1987, converting \$68m of Chilean debt that it held in its own books. "The subsidy issue therefore does not arise," argues Mr Rodrigo Muñoz, the general manager at Security Pacific Valores.

The US bank, which has closed operations in several European capitals in order to strengthen reserves at home, says it would not be pulling out of Chile completely. It wants to sell 60 per cent of its Chilean assets to the bank's local employees. This has already been approved by Chile's banking regulators. With the new Chapter XIX rules, both

Security Pacific and Carter Holt will be able to unlock their investments in Chile, subject to the central bank's exit fee.

The new rules effectively spell the end of Chile's debt-conversion programme, which has retired \$3.6bn of debt over the past six years. For the past year, critics have argued that the usefulness of the scheme had run its course and that the central bank was deliberately blocking Chileans from participating in the country's investment bonanza.

With Chilean debt now trading at close to 85 per cent of par value in the secondary markets, there is very little to gain from Chapter XIX swaps. They have all but ceased. Direct foreign investment, however, totalled over \$1.4bn last year.

The critics argued that with so much money pouring into the country, the central bank could afford to be more flexible in its foreign investment rules. By easing restrictions now, at a time when the country's net international reserves total a record \$5.73bn, the central bank will be averting a sudden swell of capital repatriation in the second half of the decade.

## Roche US unit in \$1bn innovative warrant deal

By Simon London

ROCHE Holdings, the US subsidiary of the Swiss pharmaceutical group, added to the supply of equity-linked paper yesterday, launching an innovative \$1bn warrant bond issue.

The deal is Roche's first debt issue in the international market and is structured to protect warrant holders from any serious decline in the share price of the Swiss parent company. Priced at par, each bond pays a coupon of 3 1/2 per cent

and the reward of the warrants are moderated by the structure. This is the first time that "bull spread" warrants on the shares of a single company have been issued in the international market.

Lead manager Swiss Bank Corporation said that the minimum annual return was 1.7 per cent and the maximum return 14.6 per cent. Roche shares yield around 0.56 per cent on the Zurich stock market and yesterday closed slightly higher on the day at Sfr750.

Participants said the structure appealed to Swiss institutional investors, many of which have to meet minimum investment return targets under law. SBC also expects to sell paper to retail investors through its branch network.

Issued at par, the bonds were trading at 100.25 bid by late afternoon with syndicate members reporting a good response. A very different equity-linked transaction was launched by Credit Suisse First Boston for the P.T. Ind Indorayon Utama, an Indonesian pulp and textiles firm.

The \$60m convertible bond issue is the third by an Indonesian company in the international market. Indorayon is Indonesia's fifth largest company with a market capitalisation of around \$1bn.

## NEW INTERNATIONAL BOND ISSUES

Borrower	Amount	Coupon	Price	Maturity	Fees	Bond number
US DOLLARS						
Roche Holdings (Swiss)	1bn	3 1/2	100	2001	1 1/2	SBC
Toyota Motor Credit Corp (Japan)	200	7 1/4	101.2125	1994	1 1/2	CSFB
Yuko Co (Japan)	150	4	100	1995	2 1/2	Nomura Int.
P.T. Ind Indorayon Utama (Indo)	60	(7 1/4)	100	2006	2 1/2	CSFB
D-MARKS						
Creditop Overseas Bank (Austria)	150	8 1/2	101.70	1996	2 1/4	Deutsche Bank
SWISS FRANCES						
Alus Finance (Austria)	150	6 1/4	102	2001	-	UBS
Republic of Ireland (Austria)	100	6 1/4	100 1/2	2001	-	SBC
Kemura Electric (Austria)	15	7 1/4	100	1998	-	Daiichi Kogyo Bk. (Schweiz)
YEN						
NSK Finance BV (Japan)	100m	7.3	101 1/2	1996	1 1/2	Nomura Int.
Nissan Int. Fin. BV (Japan)	40m	7	100.825	1994	1 1/2	Yamaichi Int.

\*Private placement. S=Convertible. P=With equity warrants. Floating rate note. Final terms. a) Non-callable. b) Callable from May 1994 at 102 1/2 declining 1% per annum until 100%. c) Each bond is issued with 73 warrants. 100 warrants give the right to 1 Roche share exercisable on 16/04/94, or Sfr10,000 cash at option of issuer. If share price is below Sfr7.000 on this date, investors have the right to receive this amount in cash.

sian company in the international market. Indorayon is Indonesia's fifth largest company with a market capitalisation of around \$1bn.

However, the deal follows the weak performance of the last convertible deal from an Indonesian company, a \$125m deal launched earlier this year by P.T. Astra. Issued at par, Astra bonds were yesterday trading at around 95 bid.

The Indorayon deal will be priced on Monday at an indicated conversion premium of between 6 per cent and 10 per cent over the current share price. The coupon will be fixed at between 7 per cent and 7.25 per cent. The lead manager commented that the smaller size of the deal should ensure a firmer price performance for the bonds, although the issuer hopes to lift the deal to \$75m if market conditions allow.

Elsewhere, Sears, the UK retailing group, launched a \$100m five-year deal lead managed by Credit Suisse First Boston. The deal will be priced today at an indicated yield spread of 135 basis points over the benchmark UK government bond.

Sweden has announced a tender offer to buy back up to \$1bn of Eurodollar and US bonds via Salomon Brothers. The \$250m 8% per cent Eurodollar maturing 2016 will be bought back at a fixed spread of 60 basis over US Treasuries. Four US issues will also be bought back at a fixed spread over Treasuries. The offer is open to April 24.

## FT-ACTUARIES SHARE INDICES

The Financial Times Ltd 1991. Compiled by the Financial Times Ltd in conjunction with the Institute of Actuaries and the Faculty of Actuaries

EQUITY GROUPS & SUB-SECTIONS		Wednesday April 17 1991		Tue Apr 16		Mon Apr 15		Fri Apr 12		Year ago (approx.)	
Index No.	Day's Change	Index No.	Day's Change	Index No.	Day's Change	Index No.	Day's Change	Index No.	Day's Change	Index No.	Day's Change
1 CAPITAL GOODS (187)	871.85	+0.7	11.20	5.54	10.97	11.55	866.19	873.73	872.31	844.98	
2 Building Materials (24)	1128.79	+0.3	11.37	10.87	11.28	11.25	1128.57	1130.52	1130.82	1030.82	
3 Contracting, Construction (31)	1387.15	+0.7	10.44	5.67	12.38	21.06	1378.11	1375.71	1378.46	1360.71	
4 Electricals (10)	2445.18	+0.5	10.76	5.47	11.94	40.46	2432.50	2444.86	2432.51	2402.84	
5 Electronics (26)	1847.32	+1.2	8.48	4.52	15.67	5.31	1824.80	1847.74	1849.04	1749.93	
6 Engineering-Aerospace (4)	455.51	+0.2	12.37	7.86	6.81	4.97	454.74	456.81	456.81	428.81	
7 Engineering-General (47)	462.68	+0.6	12.39	5.68	7.74	7.96	459.84	461.66	461.63	463.92	
8 Metals and Metal Forming (8)	493.13	+1.1	18.50	7.00	6.67	0.59	487.75	491.91	486.86	481.16	
9 Motors (13)	352.98	+0.8	12.21	6.77	9.49	2.45	350.13	352.39	352.36	345.45	
10 Other Industrial Materials (20)	1228.19	+1.6	9.24	5.26	12.80	28.99	1234.73	1244.46	1247.81	1207.99	
11 CONSUMER GROUP (185)	1479.94	+0.9	8.19	3.64	15.01	11.93	1467.02	1475.84	1472.27	1401.18	
12 Brewers and Distillers (22)	1380.36	+1.3	8.99	3.58	13.87	14.86	1375.04	1379.47	1379.62	1365.32	
13 Food Manufacturing (20)	1208.79	+0.4	9.36	4.03	13.16	15.95	1203.64	1209.60	1204.56	1192.99	
14 Food Retailing (16)	2204.51	+0.7	9.24	5.26	12.80	14.42	2205.54	2212.16	2213.15	2211.82	
15 Health and Household (23)	2325.05	+1.5	5.70	2.57	19.64	20.72	2345.35	2321.43	2322.92	2311.21	
16 Hotels and Leisure (21)	1362.15	+0.8	10.14	5.06	11.60	16.64	1351.68	1355.99	1356.33	1338.96	
17 Media (24)	1521.09	+1.5	9.11	4.45	13.82	17.84	1498.49	1519.07	1513.16	1400.00	
18 Packaging, Paper & Printing (16)	677.01	+0.6	8.25	4.87	15.16	11.00	673.29	679.74	683.94	653.62	
19 Textiles (11)	920.30	+0.3	8.94	3.38	14.51	2.37	921.54	924.99	925.95	911.04	
20 Stores (4)	337.78	+0.1	9.87	6.00	12.78	3.08	337.13	342.56	342.40	335.89	
21 OTHER GROUPS (136)	1227.94	+1.1	9.80	4.92	12.48	0.64	1214.84	1223.94	1223.24	1116.76	
22 Business Services (18)	1228.12	+0.5	11.02	4.87	11.11	3.24	1224.32	1228.71	1228.87	1123.87	
23 Chemicals (21)	1278.19	+1.0	9.15	4.35	14.51	21.28	1264.37	1262.94	1262.94	1108.52	
24 Long-term Services (16)	1590.20	+2.0	10.82	6.63	11.05	12.84	1570.48	1576.65	1574.79	1474.79	
25 Transport (14)	2212.47	+1.4	11.08	4.67	11.00	25.52	2211.34	2216.38	2213.98	2166.08	
26 Electricity (14)	1118.40	+0.5	11.68	5.82	10.72	0.00	1120.25	1124.05	1126.95	1080.95	
27 Telephone Networks (4)	1466.31	+0.9	9.06	4.35	14.51	39.69	1452.76	1453.06	1453.06	1402.17	
28 Water (10)	1921.01	+1.4	6.28	4.86	20.24	21.39	1894.74	1918.56	1898.87	1764.33	
29 MISCELLANEOUS (480)	1254.37	+0.9	9.32	4.42	13.17	11.34	1243.21	1251.96	1247.26	1199.52	
30 ALL-SHARE INDEX (640)	1254.37	+0.9	9.32	4.42	13.17	11.34	1243.21	1251.96	1247.26	1199.52	
31 Oil & Gas (20)	2480.35	+1.4	10.16	5.37	12.81	40.03	2445.53	2456.65	2456.65	2246.36	
32 500 SHARE INDEX (500)	1254.37	+0.9	9.32	4.42	13.17	11.34	1243.21	1251.96	1247.26	1199.52	
33 FINANCIAL GROUP (97)	837.60	+0.4	-	5.63	-	17.25	833.92	845.29	842.00	782.81	
34 Banks (9)	942.56	+0.9	7.87	5.83	18.36	41.64	934.11	940.91	940.91	833.73	
35 Insurance (Life) (7)	1572.72	+0.9	8.94	5.26	12.80	14.42	1571.20	1575.77	1575.77	1407.70	
36 Insurance (Compensation) (6)	662.70	+0.4	-	6.42	-	20.23	665.18	670.81	670.81	642.95	
37 Insurance (Brokers) (8)	1202.38	+1.6	6.64	5.59	19.61	20.10	1183.78	1197.16	1178.71	1045.89	
38 Merchant Banks (7)	429.40	+0.9	4.42	4.72	21.23	4.47	425.75	426.24	426.24	413.72	
39 Property (40)	290.70	+0.4	9.48	6.21	12.99	4.41	289.53	288.69	288.69	310.36	
40 Other Financial (60)	1218.58	+0.3	-	3.37	-	10.94	1214.62	1220.66	1214.06	1144.79	
41 Investment Trusts (62)	1230.65	+0.9	-	4.66	-	14.09	1219.96	1229.26	1222.89	1195.00	
42 ALL-SHARE INDEX (640)	1254.37	+0.9	9.32	4.42	13.17	11.34	1243.21	1251.96	1247.26	1199.52	
43 FT-100 SHARE INDEX	2545.0	+25.5	2545.0	2545.0	2545.0	2542.8	2545.1	2551.6	2551.6	2518.8	2205.7

## FIXED INTEREST

PRICE INDICES	Wed Apr 17	Day's Change	Tue Apr 16	Accrued Interest	rd adj. to date	1991 to date	1990 to date	Year ago (approx.)
British Government								
1 Up to 5 years (28)	120.53	+0.02	120.51	1.52	3.79	9.17	9.18	11.93



## UK COMPANY NEWS

Call for £24.8m adds to growing list of companies in the sector opting for rights issues  
**74% contraction to £6.8m at Higgs and Hill**

By Andrew Taylor, Construction Correspondent

HIGGS AND Hill yesterday became the latest British construction company to announce a rights issue. So far this year construction and property groups have called for more than £700m in 11 rights issues.

Higgs, which also unveiled a 74 per cent fall in pre-tax profits last year to £6.8m, is seeking to raise £24.8m. It is offering shareholders two shares at 260p each for every seven already owned.

Higgs share price fell from 340p to 332p following the announcement.

At the beginning of 1991 the company's shares stood at 264p.

Sir Brian Hill, chairman, said the cash from the rights issue would be used to invest in commercial property in continental Europe; expand the company's recently formed UK civil and water engineering business; buy more land for UK housebuilding; and for seedcorn investment to encourage construction in eastern Europe.

Higgs said it had just received a letter of intent for a £50m contract to redevelop the Hotel Praha in Prague into a five-star Hyatt Regency Hotel. It was the first private sector order to be won by the company's recently established Prague office.

Sir Brian said the group was also considering two small acquisitions by its civil and water division. He added: "It is better to take advantage of our



Sir Brian: First private order win for Prague office

share price now and raise money through a rights issue, rather than wait until we have specific deals to announce and maybe have to raise loans instead."

At the end of last year Higgs had net debts of £18m - equivalent to 20 per cent of shareholders' funds. In addition, it has guaranteed about £5m of borrowings out of total debts of £31m in two joint-venture property companies.

Sir Brian warned that a recovery prompted by lower interest rates would take time to work through and that trading would remain difficult this year.

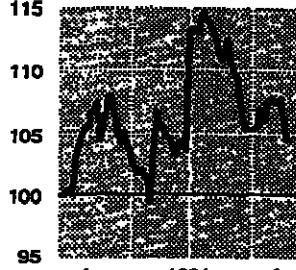
Pre-tax profits in 1990 fell from £26.55m to £6.84m, the first decline in a decade. The figures included provisions of £7.7m against possible future losses, principally against three of the group's housebuilding sites acquired in 1987 and 1988 when the housebuilding boom was its peak.

Turnover rose to £487.98m (£419.13m) and earnings worked through down at 10.2p (£2.2p).

The collapse of the UK commercial property market has also led the group to write down, by £5.4m, the value of its commercial property investments against reserves. This

**Higgs and Hill**

Share price relative to the FT-A Contracting, construction index



Source: Datastream

included a write-down against the group's joint venture, Shipgates retail centre in Bolton, previously classified as a trade investment.

The taxable profits would have been even lower if Shipgates had not been reclassified.

Profits in the first six months of last year were reduced by a £4.1m provision against Shipgates.

In the event, commercial property profits, despite solid performances from France and Spain, fell to £4.4m (£12.13m). Construction profits also fell, to £2.2m (£5.7m). Housebuilding in the UK saw a decline to

£14.9m (£7.06m).

Higgs is providing a reduced final dividend of 14p (15.5p) for a maintained total of 20p. It forecasts a similar pay-out this year on the enlarged share capital.

**COMMENT**

A discount of 19 per cent and a yield of 8 per cent on an ex-rights price of 322p should ensure that the issue will be a success. The yield rises to 10 per cent on the issue price of 260p. There are, however, better recovery stocks around.

The group which has the reputation of being one of the UK's best contractors will on its own admission continue to struggle this year. Construction margins and orders should continue to dwindle in the face of the flight by investors from UK commercial property.

Higgs and Hill by comparison is not strong in UK housebuilding which is likely to be one of the first sectors out of the recession. Commercial property may be stronger in continental Europe but has lost some of its shine as interest rates have risen. Profits could be about 50m this year. The company is in a secure but unlikely to prompt a rush to buy at this stage of its development.

**ADT shares rise on Laidlaw peace plan**

By Richard Gourlay

ADT, the Bermuda-based security and car auction group, saw its shares rise yesterday following a peace agreement late on Tuesday with its main shareholder, Laidlaw of Canada, that has led to a shake-up of the board.

The shares rose 5p to 89p. Analysts said investors were encouraged that ADT was now more likely to be run as a service group focused on its core businesses. The agreement, which involves Laidlaw dropping allegations of fraud in a New York court, means Mr Michael Ashcroft, ADT chairman and chief executive, and four other ADT insiders will be outnumbered on the board by four independent and four Laidlaw-nominated directors.

"If you believe ADT is now going to be a straight operating company and that asset stripping and stake building are to end, the market will give the company a higher price," said Mr Mark Sheppard, analyst at UBS Phillips & Drew.

The market appeared to believe that ADT was less likely to fly off at a tangent with investments like those in Christie's International, the auction group, and BAA, the former British Airports Authority.

ADT is faced with a £40m paper loss on its 24 per cent stake in Christie's and still holds a 4 per cent stake in BAA after it sold a similar stake last December.

The new board might also reduce the sale of some of these non-core investments, though ADT also holds a 27 per cent stake in the Lep Group which has a significant US security business in addition to freight forwarding.

Laidlaw insists it has only withdrawn, not dropped, its case against ADT and that investigations into the alleged fraud will continue through an audit committee set up by the new independent directors.

The decision to remove the conflict from the public gaze would help protect Laidlaw's 24.4 per cent stake in ADT on which it is currently facing a \$400m paper loss, analysts said.

**Fitter Britons cause 9% downturn at Great Southern**

By Peter Franklin

GREAT SOUTHERN Group, the USM-quoted funeral director, suffered a 9 per cent downturn in pre-tax profits in 1990, reflecting a 14 per cent decline in the national mortality rate. The resulting fall in sales of funeral and cremation services left the taxable outcome at £3.22m, down from £3.54m last time. The setback came in spite of an overall gain in market share.

Turnover increased from £22.13m to £25.14m, and operating profits rose 5 per cent from £4.92m to £5.18m.

Mr Eric Spencer, deputy chairman and chief executive, said that high interest rates and the depressed property market were continuing to affect profit and debt levels.

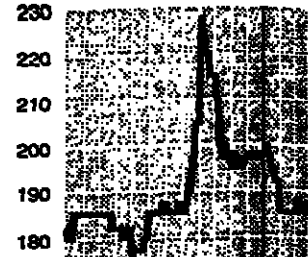
Borrowings at the year-end stood at some £12.97m, leaving gearing almost unchanged at 114 per cent. It was hoped to reduce this to less than 100 per cent by the end of 1991, he said. The interest charge rose from £1.37m to £1.97m.

During the year a number of properties had been sold, realising some £268,000, although following a rationalisation programme the company still had premises for disposal with a book value of about £1.75m.

Mr Spencer added that goodwill arising on past acquisitions totalling £15.4m had been written off. If this figure was added back to the balance sheet, gearing would

**Great Southern Group**

Share price (pence)



Source: Datastream

stand at below 50 per cent, he said.

The bulk of the profits came from the funeral services side, where four acquisitions have been made in the year. Profits from this activity rose from £3.7m to £3.8m.

Crematoria and cemeteries put in £1.1m (£1.01m), while the contribution from ancillary services fell from £339,000 to £228,000.

Chosen Heritage, Great Southern's pre-paid funeral plan, continued to grow, and total plans sold now total more than 80,000 with a face value of some £12m.

A final dividend of 5.5p is proposed, making a total for the year of 8.5p (8p) and comes from earnings per share of 13.5p (16.9p).

**Copymore rises to £0.9m in worsening conditions**

By Steven Watkins

PRE-TAX profits at Copymore, the USM-quoted office equipment supplier, rose from £142,000 to £381,000 during 1990. Sales improved by £1m to £29.52m.

Under worsening market conditions, measures to restore profitability included centralising management and maintaining tighter controls on working capital and the reduction and restructuring of borrowings.

The two small regional dealerships acquired in March 1990

had increased the company's installed base to 22,000 machines. Both traded profitably but the writing down of goodwill reduced retained earnings by £330,000.

Mr Stephen Matthews, chairman, said "the group remains fundamentally strong and optimistic", having made an encouraging start to the current year.

An extraordinary loss of £235,000 represented the discontinuation of two underperforming business lines.

Earnings per share rose from 0.8p to 4.3p. A proposed final dividend of 1.7p leaves the total unchanged at 2.5p.

Borrowings at the year-end totalled £3.4m (£5.1m).

**TT launches £6.8m hostile bid for Magnetic Materials**

By Jane Fuller

TT GROUP, the industrial holding company which last year won a five-month battle for Crystalline, has launched a £6.8m hostile bid for Magnetic Materials, the USM-quoted maker of magnetic components.

The 57p share bid was rejected by Magnetic yesterday as "derisory, unsolicited, unwelcome and totally inadequate".

It was below the market price, which closed down 2p at 41p, and at a substantial discount to last June's net asset value of 61.8p per share.

More than 40 per cent of Magnetic's shares lie in the hands of Mr Edward Michaelis, the non-executive deputy

chairman, and his family. Mr Michaelis, who will be 90 on May 19, was replaced as chairman by Mr George Doust in January.

The company's pre-tax profit fell to £220,000 (£704,000) in the six months to December 31 on turnover of £7.3m (£23.3m). Mr John Emmanuel, chief executive, said yesterday that things were "coming right" and the management was confident about the future.

TT already controls 16.2 per cent of the equity, having bought a 9.4 per cent stake at 87p on Tuesday, 2p above this year's low point.

Mr Nicholas Shipp, a TT director, described the market price of the shares as notional

because there was so little trade.

He said Magnetic was providing a dismal return on net assets of about £11m. It had a similar customer base to Crystalline, the maker of electronic components acquired in a £24m deal completed last September.

TT, which increased pre-tax profit by 25 per cent to £10.5m in 1990 on sales of £100.3m, had year-end gearing of 40 per cent, which would rise to 50 per cent if the Magnetic bid went through at the current offer price.

In November, TT raised £9.7m in an issue of convertible preference shares. Its market value at yesterday's closing price of 194p was £25.2m.

**Panel gives Empire more time to issue defence**

By Maggie Urry

EMPIRE STORES Group, the mail order company fighting a £49m takeover bid from Redoute Catalogue, a French mail order group, has had to delay publication of its defence document because of a technical omission on the bidder's side.

The defence document should have been posted yesterday but the Takeover Panel has given Empire until Monday April 22 to send it out.

Redoute Catalogue, part of the La Redoute retail group which is in turn 54 per cent owned by Au Printemps, had failed to mention an agreement between Au Printemps and Gecons, an Italian supermarket company with a 24.3 per cent stake in Empire, covering the

two companies' shareholdings in its offer document published two weeks ago.

The agreement was made in February 1989 and Redoute had thought it had fallen into disuse. Redoute and Gecons have now agreed that the agreement has ceased to have effect.

Empire's shares were unchanged yesterday at 128p, 1p above the final 125p per share cash offer. The chance of a white knight appearing seems slim as Redoute has 37.8 per cent of Empire's shares and could block a rival bidder from gaining full control.

Empire's shareholders appear to have a choice between accepting the cash or allowing the group independent with a large minority holder.

## NEWS DIGEST

**Le Creuset serves up 18% more**

LE CREUSET, the French-based cookware group which came to the USM in July 1989, yesterday unveiled taxable profits ahead 18 per cent for 1990.

The increase from £2.67m to £3.15m slightly exceeded analysts' expectations. It came on turnover raised modestly to £32.29m (£31.09m) and after interest charges of £668,000, down from £793,000 last time.

The group, famed for its wrist-wrenching cast-iron pots and pans, recently purchased Hallen International, a US corkscrew manufacturer, for \$6.75m (£3.7m).

Earnings per share emerged at 12.1p (12.6p) and a proposed final dividend of FF0.25 brings the total for the year to FF0.38. A single distribution of FF0.24 was paid in the previous year.

The shares were unchanged at 125p. The placing price in 1989 was 135p.

**Densitron Intl halved to £0.59m**

Pre-tax profits of Densitron International, the electronics group, halved from £1.11m to £557,000 in 1990.

The company said that profits had been adversely affected by losses, now checked, in the microwave operation and by a fall-off in business with east European countries.

Earnings per share fell from 3.6p to 1.53p and the recommended final dividend is cut to

1p (1.56p) making 1.7p (2.35p) for the year.

Turnover was slightly lower at £39.56m (£39.52m) and the taxable loss after an exceptional £114,000 credit, being the gain realised on repayment of an overseas loan.

**Eidos loss lower than forecast**

Eidos, engaged in electronic data processing equipment, incurred a pre-tax loss of £61,000 for 1990. The company joined the USM in December with forecast losses of £153,000.

The company said the reduced loss was a result of being able to delay a properation of anticipated overheads. The company is also writing off goodwill of £116,400 that arose on the purchase of Desk Top One.

Losses per share worked through at 2.76p.

**Prestwick swings into the red**

Prestwick Holdings, the printed circuit board manufacturer, swung into a deficit of £741,000 in the six months to January 31.

The outcome, which compared with profits of £527,000 at the interim stage last time and £1.2m for the full year, was struck after an exceptional charge of £245,000 related to reorganisation costs.

Mr Wayne Osman, chief executive, said that the losses were incurred in the first quarter and that the Scottish-based group had returned to the black in the second quarter. Gearing at the year-end was 11 per cent.

Turnover amounted to £11.99m (£18.68m). The interim

dividend is maintained at 0.5p from losses of 2.5p per share (earnings of 1.5p).

**Storm Group on target**

Storm Group, owner of the Shoe People cartoon characters, returned profits of £369,000 pre-tax for the period October 17 1989 to December 31 1990.

Although that was down on the £400,000 forecast at the time of the company's USM flotation in December 1989, the figures included losses of businesses which were acquired and started up in the final quarter of 1990 which did not form part of the forecast.

Excluding the two companies, profits before tax for the year to December 31 amounted to £402,000. Earnings per share of 0.68p compared with a 0.62p forecast. Turnover totalled £385,000 and profits included interest income of £28,000.

At the year-end Storm had net cash of £14m.

**Losses increase at Millicom**

Losses increased from \$44.42m to \$57.94m (£33.55m) in the year to December 31 at Millicom, the US-based telecommunications business quoted on the USM.

Revenue from sales and services surged from \$28.15m to \$59.56m, but cost and expenses took \$143,777 (\$38,485). There was a gain of \$7,700 (nil) representing the disposal of its cellular interests, but interest expense came to \$11.54m (\$4.34m).

Losses per common share for the 12 months increased to \$3.51 (\$3.03).

Prices for electricity generated by the company's electricity generating and distribution subsidiaries in England and Wales.

Prices for electricity generated by the company's electricity generating and distribution subsidiaries in Scotland and Wales.

Prices for electricity generated by the company's electricity generating and distribution subsidiaries in Northern Ireland.

Prices for electricity generated by the company's electricity generating and distribution subsidiaries in the Republic of Ireland.

Prices for electricity generated by the company's electricity generating and distribution subsidiaries in the Channel Islands.

Prices for electricity generated by the company's electricity generating and distribution subsidiaries in the Isle of Man.

Prices for electricity generated by the company's electricity generating and distribution subsidiaries in the Azores.

Prices for electricity generated by the company's electricity generating and distribution subsidiaries in the Madeira.

Prices for electricity generated by the company's electricity generating and distribution subsidiaries in the Canary Islands.

Prices for electricity generated by the company's electricity generating and distribution subsidiaries in the Balearic Islands.

Prices for electricity generated by the company's electricity generating and distribution subsidiaries in the Sardinia.

Prices for electricity generated by the company's electricity generating and distribution subsidiaries in the Sicily.

Prices for electricity generated by the company's electricity generating and distribution subsidiaries in the Calabria.

Prices for electricity generated by the company's electricity generating and distribution subsidiaries in the Basilicata.

Prices for electricity generated by the company's electricity generating and distribution subsidiaries in the Campania.

Prices for electricity generated by the company's electricity generating and distribution subsidiaries in the Lazio.

Prices for electricity generated by the company's electricity generating and distribution subsidiaries in the Marche.

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**Who's next?**

Candover manage some £400m funds for equity investment. The current economic climate is creating exciting opportunities for buy-outs and buy-ins. We are continually discussing potential opportunities with companies, managers and advisors. If you think you could be next, contact Stephen Curran or Doug Fairservice on 071 489 9848.

CANDOVER

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**EUROPEAN INCOME & GROWTH FUND MANAGEMENT COMPANY SA**

45, rue des Schéas  
L-2529 Luxembourg - Howald

**Notice of Meeting**

NOTICE is hereby given that the Annual General Meeting of the Fund will be held at the offices of Fleming Fund Management (Luxembourg) S.A., 45, rue des Schéas, Howald, Luxembourg on Friday, 26 April 1991 at 11 a.m.

**Agenda**

1. Submission of the reports of the Board of Directors and of the Independent Auditors.
2. Approval of the financial statements for the year ended 31 January.
3. Discharge of the Directors and of the Independent Auditors in respect of their duties carried out for the year ended 31 January 1991.
4. Election of Directors and the Independent Auditors for a term of one year.
5. Declaration of dividend for the period ended 31 January 1991.
6. Miscellaneous business as may properly come before the Meeting.

A shareholder entitled to attend and vote at the meeting may appoint a proxy to attend and vote on his behalf and such proxy need not be a shareholder of the Fund.

By Order of the Board of Directors  
C. C. Martin

**Nationwide**

£250,000,000  
Floating Rate Notes Due 1996  
(Issued by Nationwide Building Society)

Interest Rate: 11.975% p.a.

Interest Period:  
17th April, 1991 to 17th July, 1991

Interest Amount per £5,000  
Note due 17th July, 1991  
£149.28



## UK COMPANY NEWS

# River & Merc Extra launches £16m cash call

By Philip Coggan, Personal Finance Editor

RIVER & Mercantile Extra Income Trust, a split capital investment trust, is making a rights offer to shareholders in an attempt to raise £16.9m.

The offer represents the latest attempt by an investment trust to exploit the fact that its shares are trading at a premium to net asset value. Trusts cannot make rights issues when the shares are at a discount, without further diluting net assets per share.

Shareholders are being offered one new share for 100 for every two they hold, although they will be able to apply for excess shares. The issue is not being underwritten and there will be no trading in the new shares.

If the rights are not taken up in full, the trust may attempt to place the excess shares in the market, or issue underwritten shares to new investors. The total number of new shares that will be issued will not exceed 16m.

The net asset value of the trust was 105.95p per share as of April 11, compared with 103.47p per share fully diluted at the end of March. Net revenue in the six months to March 31 fell to £944,000 (£1.65m) and earnings per share were 3.15p (5.48p).

The second interim dividend is 1.9875p (1.975p) and at the offer price for the rights shares, the prospective gross annual dividend yield is 9.9 per cent.

The Extra Income Trust has, in addition to its ordinary shares, a class of zero coupon debenture stock which was issued at a discount and is repayable at par.

The rights offer will, depending on the take-up, reduce the gearing of the ordinary shares by lowering the growth rate in assets needed to repay the debenture stock.

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## Moving fees knock 14% off Bentalls

By Steven Watkins

BENTALLS, which owns six department stores in the south-east, announced pre-tax profits down 14 per cent from £2.85m to £2.32m in the 53 weeks to February 2 1991 - a year which saw a new location for the flagship store and headquarters.

After steps to maintain margins, second-half operating profits showed signs of improvement.

Mr Grenville Peacock, managing director of department stores, expressed cautious optimism for the current year.

Sales last year fell to £70.78m (£71.85m). In addition to the general retail downturn, sales at the new, smaller, store in Kingston-upon-Thames, a catchment area usually accounting for more than half group turnover, were affected by building works and competition from a new John Lewis branch.

Costs included fitting out the Kingston store (£13.5m net) and an extraordinary charge of £1.4m for the move.

Bentalls is a partner to Norwich Union in a shopping centre development at Kingston, to be opened in September 1992.

Its contribution is being financed by a long-term loan facility of £25m from Natwest, of which £18m has been drawn down to date.

The company has a 23.6 per cent stake in the project's rental income, to be derived from the 100 letting units. This is expected to exceed the guaranteed £1.65m per year, coming closer to £2.5m.

Property revaluations put the company's investment property at £75.5m, of which the discounted value of the Bentalls Centre project is £38.5m.

This increases shareholders' funds to £70.5m (£57.5m) and raises net asset value from 62p to 169p per ordinary share.

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## Gearing up in preparation for a change of culture

James Buxton considers the prospects for Scottish Hydro-Electric as privatisation nears

BOTH nature and the privatisation process have been bountiful to Scottish Hydro-Electric, and agile management is making the most of that endowment. The consequence is one of the more attractive companies the government has ever brought to flotation.

Hydro-Electric is easily the smaller of the two vertically integrated Scottish electricity companies, generating, transmitting and distributing power, which are to be floated at the end of May.

It serves the northern two-thirds of Scotland, a quarter of the UK landmass but with only 600,000 domestic customers. A low 18 per cent of its £435m turnover comes from industrial users. That might not seem a very promising basis for a successful electricity company.

Until privatisation loomed Hydro-Electric concealed its promise. As the junior partner of the much larger Scottish Power, which called the shots in Scottish electricity, it tended its network of 53 dams and their related hydro-electric power stations in the Highlands, but also built a large power station at Peterhead which can be run on either gas or oil.

It saw itself as a utility with a social function, taking power up the glens and out to the islands, though the bulk of its customers live in Aberdeen and Dundee. It had an agreeable public image which persists to this day, and which few other electricity companies in Britain can match.

The run-up to privatisation brought separation from Scottish Power and a swapping of generating assets. In the new



Roger Young put together a new management team

1,000MW of hydro-electric plant, highly dependent on rainfall but operating at with zero marginal cost. Hydro-Electric has access to Scottish Nuclear's nuclear plants and a share of Scottish Power's coal-fired capacity.

Peterhead is being adapted and increased to take relatively cheap untreated gas from British Petroleum's Miller field in the North Sea from 1992. Between 50 and 70 per

cent of Peterhead's 1,300MW output is committed for sale to Scottish Power.

This low cost and flexible mix of power sources enables Hydro-Electric to offer the lowest average domestic tariffs in the UK and competitive tariffs for commercial and industrial customers.

Since it has relatively few industrial customers taking more than 1MW it faces little threat from other generators and last year lost only 0.5 per cent of its industrial customers to rivals.

The retirement of most of the former management enabled Mr Roger Young, the chief executive who came to Hydro-Electric from the manufacturing company Low & Bonar, to create an almost entirely new senior management mainly from the private sector.

With the help of consultants the new team embarked on a big reorganisation, aimed at switching Hydro-Electric from being a state-owned utility to a profit-oriented business.

The difficult change of culture, given Hydro-Electric's background, was helped by the fact that it is a relatively small organisation, employing only about 3,700 people, a number which has fallen faster than any of the English regional electricity companies.

Roger Young, an affable but intensely determined manager, perceived from the start that most of Hydro-Electric's growth would have to come from outside its own relatively small area, where power consumption is likely to rise by between 1.5 and 2 per cent a year.

Hydro-Electric was quicker than some companies in adapt-

ing to the new power trading regime in England and Wales when it began a year ago, and also achieved a coup by signing an options contract with BOC, the industrial gases group, as well as Wiggins Teape, the paper manufacturer.

The Keadby project has overtaken the Neptune project for a 1,000MW plant on Teesside, where Hydro-Electric is involved with Northern Electric (BOC recently pulled out of it). If Keadby goes ahead and the interconnector expands, Hydro-Electric could in five years time be selling as much power in England as in Scotland.

It is from England that most growth in Hydro-Electric's profits is likely to come. Profits growth in Scotland may be sluggish, with Hydro-Electric being obliged by the regulator to keep its increases in domestic tariffs to just below the rate of inflation (unlike the English regional electricity companies), entailing further improvements in efficiency, though production costs will fall with Miller gas coming onstream from 1992.

The government is expected to float Hydro-Electric with a stiff gearing ratio of nearly 50 per cent, knowing that it needs no large new generating plant in Scotland and that it made a respectable £50m operating profit in 1989/90.

That gearing may initially fall but is then likely to increase as Hydro-Electric invests in expanding the interconnector, bears its share of de-sulphurisation costs at Scottish Power's coal-burning plant and tests its management skills in building new generating plants in England.

Power sales to England have added about 11 per cent to Hydro-Electric's sales in terms of volume and may be worth an extra £50m on top of expected 1990/91 sales to its own region of about £430m.

But as with Scottish Power, exports from its surplus capacity are limited by the size of the interconnecting power lines to England, with only 300MW of capacity available to Hydro-Electric. Although planning permission is being sought to increase the size of the interconnector, which would give Hydro-Electric an extra 500MW of export capacity, the company has other plans to develop south of the border.

Its most promising project is a planned 51 per cent stake in a 700MW combined cycle gas turbine plant to be built at

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## Radio City shares jump 32p on bid approach

By Jane Fuller

RADIO CITY (Sound of Merseyside), the USM-quoted commercial radio company based in Liverpool, has been approached by a potential bidder.

Yesterday's announcement followed a rise in the A share price from 215p to 265p in little more than a week, and sparked a further surge to 301p. This valued the 2.2m non-voting A shares at 26.6m. There are also 400,000 ordinary shares, of which about 30 per cent are

held by Mr Terry Smith, managing director, and other board members.

Radio City's pre-tax profit fell to £880,000 (£1.3m) on sales of £4.1m (£4.3m) in the year to September. The launch of a new station, City Talk, was a factor behind the declining of cash held to £2.0m (£240,000).

Other shareholders include Capital Radio with 5.9 per cent, Higgs Brewery with 10 per cent and GMWU general workers union with 6.6 per cent.

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## COMMODITIES AND AGRICULTURE

## Ore tests delay nickel project for second time

By Enrique Tessieri in Helsinki

THE British troops ensure of that of the nickel project in Western Australia. The scheme would produce 28,000 tonnes annually of nickel in concentrate, adding about 5 per cent to western world supplies.

Tests have shown that some of the ore has a higher level of magnetite than showed up previously and this might affect operating costs at the proposed mine and/or treatment charges at the refinery.

Outokumpu said yesterday that tests to determine the precise levels of magnetite will take at least two months to complete.

Pending the outcome, the commercial agreements between the partners may be reviewed.

Agreements between Outokumpu and ACM expire in September if a decision to develop the nickel mine has not been made by then.

Mr Graham Macaskill, business development director of Outokumpu Metals and Resources International, said it was still too early to determine if the magnetite found in the orebody was due to a procedural error or a natural occurrence.

"There may be big or small amounts of magnetite in the orebody. Tests may prove that it may not be a problem after all," he said.

In 1989 large-scale pilot plant samples taken from Mt Keith indicated that nickel concentrate assaying 20 per cent nickel could be produced at 75 per cent metal recovery rates.

Outokumpu is also considering mining nickel at its joint venture with Forrestania, the Australian group in which it has 50 per cent shareholding.

Forrestania's mine, about 200 miles south-east of Perth, is expected to begin production at the end of next year and would produce annually between 7,000 and 8,000 tonnes of nickel.

Nickel producers would have to struggle to meet projected demand, said Mr Donald Phillips, chairman of Inco, the western world's biggest producer of the metal, yesterday, Reuters reports from Toronto.

He told the annual meeting that nickel stocks were minimal.

Not much extra capacity would be added in the next few years because new production from "greenfield" operations was extremely costly to finance and would need high nickel prices for the life of any project to provide a worthwhile return on investment.

## Australian crop farmers to receive federal hand-out

By John Kerin, primary industries minister

AUSTRALIAN farmers are to get \$187m (\$21.5m) in government aid to help overcome a rural crisis caused by low prices for their crops, particularly wool, Reuters reports from Canberra.

Mr John Kerin, primary industries minister, said yesterday that the federal government grant would be spread around the most needy of Australia's 120,000 full-time farmers, who were suffering from poor demand for commodities and a general recession.

The country's six states and two territories will distribute the federal hand-out, mostly by assistance with debt repayments, in the fiscal year beginning July 1.

Mr Kerin said the aid compared with \$94m allocated as assistance for farmers in 1990-91 under the government's rural assistance scheme.

He told parliament the federal government was prepared to hand out \$240m in 1992-93 if the crisis continued.

Low world prices for commodities such as wheat and wool, the country's two main rural export earners, have bitten deep in the past year.

Wheat is fetching \$115 a tonne, the lowest price for decades, while wool is around 450 cents per kg, half the price of a year ago.

Farmers have taken out larger bank loans, at interest rates of up to 20 per cent, and thousands have gone bankrupt, says the National Farmers' Federation.

Rural councillors will assess the plight of individual farmers and help reconstruct short-term debts into long-term debts; meet up to half the repayments on short-term debts for up to two years; and give lump sums to farmers to help them leave the industry and re-settle in other occupations.

Government officials expect around 12,000 farmers will require assistance under the scheme, three times the number requiring help in the current year.

The Indian Sugar and General Industry Export Corporation, which is now handling exports independently of the state, has finalised procurement of 125,000 tonnes of sugar from mills in Maharashtra, 65,000 tonnes from Tamil Nadu and 35,000 tonnes from Karnataka.

Mr Om Dhanu, spokesman for the corporation, said it should be possible to ship 225,000 tonnes of sugar by May. Sugar export was reviewed at a recent meeting of the corporation. Sales contracts settled so far are for delivery to Sri Lanka, Indonesia, Belgium and the US.

President Bush's inter-agency Trade Policy Group met last week, but failed to arrive at a recommendation on whether the quota needed to be lifted or maintained.

The group is expected to reach a recommendation sometime this week, paving the way for Bush to act.

"It's tough to ask the Japanese government to let its families buy rice grown by American farmers when our government strictly controls the amount of peanuts it exports," said Mr Bryan Riley, director of trade policy for the Citizens for a Sound Economy.

INDIAN raised its earnings from exports of leather and leather goods by 30 per cent to Rs26bn (Fr12m) in the end of March.

However, earnings fell Rs2bn short of the target, which may have been over-optimistic. The export target for the current year of Rs34bn also appears unrealistic.

The Council of Leather Exports believes that the volume of exports in 1991-92 will not be much more than last year.

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## US president to enter row on 'shortage' of peanuts

By Robert Gibbons in Montreal

THE WORLD potash market, depressed in 1989 and most of 1990, is showing signs of a comeback. Canada's biggest producer has won a \$9.50 (\$5.30) per tonne price increase from Japan and Korea and believes China will accept the new base price of \$10.50 per tonne.

Potash Corp of Saskatchewan, which normally sells more than 50 per cent of its yearly output of nearly 4m tonnes abroad, asked Japan and Korea for a rise of \$12. It will be satisfied if the lower price helps to start the market in the North American market, says Mr Charles Childers, chairman.

PCS, with five mines in Canada's biggest wheat province, is a low-cost producer with mine capacity of 8.2m tonnes and reserves of 4.7m tonnes or 100 years. The deposits are of the easily worked flat-bed type and extraction is highly automated.

The market turnaround started late last year when China made a big order. The favourable shift in the first quarter this year had a dramatic impact on PCS after two successive years of declining sales and earnings from the 1988 peak.

Offshore sales were up 54 per cent for the first quarter and North American 30 per cent. Earnings more than tripled to about \$512m (\$5.8m).

Mr Childers says that in spite of growing demand for potash as a fertiliser, especially from Asia and Latin America, balance between world supply and demand is several years away. Production and demand have been falling steadily in the Soviet Union and former Comecon countries for two years, and half the 12 east German mines have been closed.

Mr Childers says the former eastern bloc producers are now active in Asia, particularly India, and demand hard currency in place of bilateral agreements and barter deals.

"The trend towards market-driven economies in many areas will tend to firm world prices," he says.

The Soviet Union is the biggest potash producer with 34 per cent of world output; North America is next with 31 per cent; Germany, 27 per cent; and Israel and Jordan 8 per cent.

Mr Yabuta, in a paper prepared for a meeting of the International Wrought Copper Council, suggests that 624,000 tonnes of the additional capacity by 1995 will be met by cathodes produced by the solvent extraction-electrowinning process and 132,000 tonnes by the increased recovery of scrap metal.

This leaves a balance of 377,000 tonnes of copper to be provided by concentrates. Projects already under way would provide an extra 528,000 tonnes of copper in concentrates by 1995, giving a surplus of 210,000 tonnes. He suggests that the surplus will rise to at least 560,000 tonnes by the year 2000.

To meet forecast extra demand an additional 449,000 tonnes of smelting and refining capacity is required by 1995 and by 2000 an additional 1,462m tonnes - "equivalent to 10 large-scale smelters of 150,000 tonnes each."

If all planned projects went ahead, production would reach 5,500,000 tonnes of additional smelting capacity by 1995 and an increase of 1,45m tonnes by 2000, "almost enough to meet forecast increases in refined copper consumption."

Refined copper consumption last year rose by more than 2 per cent to a record 3,57m tonnes while production increased by less than 1 per cent to 3,402m tonnes, according to the International Wrought Copper Council.

This implies there was a supply deficit of about 200,000 tonnes.

Consumption will be flat this year, predicts the IWCC, while production should continue to grow, suggesting there will be a small supply surplus, "to be followed by a larger surplus in 1992".

THE UK National Farmers' Union's proposal for a dual-pricing system for farm produce as an alternative to the European Commission's blueprint for reform of the Common Agricultural Policy has won enthusiastic endorsement from the Royal Society for the Protection of Birds.

The RSPB, Europe's largest wildlife charity, has long been pushing for a system of "cross-compliance" based on the US model.

Such a system aims to cut overproduction by offering the farmer a choice between setting aside land and receiving prices for produce at the full, subsidised maximum rate, or producing to maximum capacity but without price support.

The NFU plan envisages that these farmers who do not take land out of production would receive reduced support.

Mr Jim Dixon, RSPB agriculture spokesman, said: "We are delighted that the NFU is seriously considering this principle as its own alternative CAP reform."

He said the EC plans had established the principle of cross-compliance. They call for sharp price cuts, with full compensation for small farmers and partial refund to large farmers, but only if they set aside land.

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## Potash market shows signs of recovery

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## LONDON STOCK EXCHANGE

## New York sets the pace for London

THE LONDON stock market was content to follow New York's lead yesterday, and although the FT-SE 100 rose sharply to close just below its all-time high, the mood was somewhat lethargic. Hints of an impending bid for a stock in the Footsie list, re-visited by fund-raising moves by Hanson and Roche Holdings, the Swiss pharmaceutical group, provided some impetus for gains in the blue chip international. However, there were worries that another large rights issue from a leading listed company could be pending.

Trading volume was slow, however, particularly in the first couple of hours of the session when the big institutions usually dominate the market. Shares were marked higher at the opening in response to Wall Street's gain

Account Opening Dates	Account Closing Dates
First Dealings: Apr 16	Apr 29
Options Dealings: Apr 11	Apr 18
Second Dealings: Apr 25	May 17
Third Dealings: Apr 22	May 28

Non-UK companies may have shares from 54 days before the closing date.

of 54 Dow points overnight. In the absence of buying support the gains were soon more than halved, until London began to position itself ahead of the new Wall Street session, which was widely, and accurately, expected to open higher.

With the Dow Jones Industrial Average just touching the 3,000 mark as London closed, the FT-SE 100 ended at 2,545 for a gain of 25.5, the best of the day, taking it to a mere 0.3 below the closing

peak achieved on April 5. Share volume was 477.6m shares, while marginally better than Tuesday's 446m, was unexciting by recent standards. Data from the London Stock Exchange shows that on Monday retail interest in UK equities fell to 80m, the first session for some time in which the retail total had fallen below 100m.

UK economic news continued to discourage the equity market which has turned less confident on the near term outlook since the beginning of the second quarter of the year. The March Public Sector Borrowing Requirement of £3.1bn, announced yesterday, was higher than expected in the City of London. Today will bring the latest numbers on UK unemployment and industrial production. Further con-

sideration of the increase last month in UK manufactured goods also underlined concern in the market over domestic inflationary pressures.

At Nomura Research Institute, which has been notably bullish on UK equities, the economics team yesterday warned that "any further interest rate cuts will have to be reversed over the course of the next year". It expects the fall in UK inflation to be reversed later this year and that sterling could weaken by the end of 1991. Indeed, after falling to 11 per cent in the summer, we expect base rates to return to 12 per cent by December.

At an investment strategy conference this week, however, Mr Roger Palmer of Kleinwort Benson, the UK merchant bank, reiterated the firm's forecast that the Footsie will reach

3,000 by the year-end. He believes that Wall Street will be an important factor, although he also predicts an upturn in UK corporate earnings in the autumn, followed by real growth of earnings and dividends through 1992.

Yesterday's gain in the Footsie index reflected strong gains among Wall Street-influenced stocks, with BAT Industries, Reckitt & Coleman and Reuters all to the fore. Oil shares remained firm but a less certain trend in crude prices counterbalanced the effects of Wall Street's strength. Stock shortages inspired sharp gains among some consumer issues.

In the banking sector, National Westminster provided a strong feature at the close, dispelling some earlier nervousness regarding the results from the US arm of the bank.

## Volatile trading in NatWest

THE performance of NatWest Bank confounded the market. The stock eased back for much of the session, then dipped sharply after bad news from its US subsidiary, before staging an about turn late in the session.

Dealers took a bearish call at the outset, marking the stock down to around 327p, amid worries that first quarter figures from NatWest Bancorp, the US arm, would be below the \$75m to \$100m loss range forecast by analysts. Also acting as a drag was a bearish appraisal of the banking sector, especially NatWest, published by the bank's own securities arm, County NatWest.

County said the sector was 10 to 15 per cent overvalued. It seemed unlikely that the US banks would be able to fund their own requirements, and that deterioration in balance sheet ratios might prompt fears of rights issues, which would in turn damage share performance.

First quarter figures from Bancorp came out at a loss of \$191m and when NatWest shares dropped to 320p, heavy buying from institutions reversed the trend and left the stock a net 4 higher at 324p. Turnover reached 3.4m.

## Dilution worries

Short-term factors continued to unsettle Smiths Industries, the first being renewed concern over the extra research and development costs involved in the \$700m contract awarded last week by Boeing. The development of the US manufacturer's B777 aircraft could amount to \$10m a year, say analysts, and may hold back profits over the next three years until revenue flow begins.

Another worry was the prospect of further short-term dilution if the group used its cash pile of some \$120m on an acquisition. The group then followed a policy of longer-term expansion and, in the near term, profit margins could come under pressure. The shares moved against the market, falling to 270p before ending 4 down on balance at 272p.

## Glaxo recommended

Glaxo led pharmaceuticals higher as Kleinwort Benson

said that the shares were overvalued, while a presentation in the health and household sector at SG Warburg attracted attention to the whole sector.

The shares have been hit in recent days by the prospect of a lawsuit challenging one of the patents on Glaxo's Zantac, the world's best-selling drug. Mr Ian White at Kleinwort said this presented a short term buying opportunity and the shares rose 15 to 1100p.

Glaxo had also been affected by switching from SmithKline Beecham, which yesterday continued to lead from presentations to analysts on Monday in London, and last Friday in New York. Traders said there was still an overhang of buying from the US encouraged by the recently strong dollar. In a shortage of stock, SmithKline was squeezed 12 to 81p.

The good sentiment spilled over into Plims, 11 1/2 better at 481p, and Beckitt and Coleman, which closed 32 to the good at 1547p as traders spoke of a shortage of stock.

Kleinwort Benson was involved in the oil sector, reaffirming their strong buy stance on British Gas and also issuing a detailed buy note on Ultra-Mar. Kleinwort said British Gas shares already discounted even the most severe adjustment to the gas pricing formula from the industry watchdog, Ofgas.

Unless it's a real hammer blow the shares will go up," said Mr Philip Lambert at Kleinwort. Gas settled 5 1/2 firmer at 357p on 5.7m. Ultra-Mar added 7 at 330p.

Racal Telecom advanced strongly, boosted primarily by a buy note from UBS Phillips & Drew, but also by revised speculation that a bid could be imminent for Racal Electronics.

## NEW HIGHS AND LOWS FOR 1991

NEW HIGHS (1991) (1990) (1989) (1988) (1987) (1986) (1985) (1984) (1983) (1982) (1981) (1980) (1979) (1978) (1977) (1976) (1975) (1974) (1973) (1972) (1971) (1970) (1969) (1968) (1967) (1966) (1965) (1964) (1963) (1962) (1961) (1960) (1959) (1958) (1957) (1956) (1955) (1954) (1953) (1952) (1951) (1950) (1949) (1948) (1947) (1946) (1945) (1944) (1943) (1942) (1941) (1940) (1939) (1938) (1937) (1936) (1935) (1934) (1933) (1932) (1931) (1930) (1929) (1928) (1927) (1926) (1925) (1924) (1923) (1922) (1921) (1920) (1919) (1918) (1917) (1916) (1915) (1914) (1913) (1912) (1911) (1910) (1909) (1908) (1907) (1906) (1905) (1904) (1903) (1902) (1901) (1900) (1899) (1898) (1897) (1896) (1895) (1894) (1893) (1892) (1891) (1890) (1889) (1888) (1887) (1886) (1885) (1884) (1883) (1882) (1881) (1880) (1879) (1878) (1877) (1876) (1875) (1874) (1873) (1872) (1871) (1870) (1869) (1868) (1867) (1866) (1865) (1864) (1863) (1862) (1861) (1860) (1859) (1858) (1857) (1856) (1855) (1854) (1853) (1852) (1851) 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## BEERS, WINES & SPIRITS

## BUILDING, TIMBER, ROADS

## BUILDING TIMBER ROADS

## CHEMICALS. PLASTICS

## DRAPERY AND STORES

53	38 Goldsmiths Grp. ....	50	4.0	2.0	10.7	6.0
76	69 Genl. (S.R.) 10p ....	69	3.0	2.6	5.8	8.9
59	32 Goldsmiths Grp. 10p ..	53	15.1	1.5	12.8	2.9

**ELECTRICAL S—Contd**

## ELECTRICITY

**ENGINEERING** *South*

1024	740	Queens Mont Sp....	95	-1	2.62	2.9
226	163	Do. 7pc Cr Pl EL... y	215	-1	7%	

1. *Journal of the American Medical Association*, 1997; 278: 1039-1044.

137	900	Lardine Strategic..	114	-2	040
507	380	Johnson Cleaners..	496	.....	25.7
342	233	Johnson Matthey FI	333	.....	18.5

#### 14.1. GENERAL (Mixed) - 5

1.8	200	1230 American Group Sp.	294	+1	14.3
6.9	861	589 Britannie Sp.....	861	+7	25.3
3.409.7	555	443 Comm. Union.....	517	+1	23.0

— *Journal of the American Medical Association*, 1997

100

27	10.5
28	13.6
29	16.7
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31	22.9
32	26.0
33	29.1
34	32.2
35	35.3
36	38.4
37	41.5
38	44.6
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41	53.9
42	57.0
43	60.1
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209	574.7
210	577.8

هنا من اجل







## AUTHORISED UNIT TRUSTS

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**Don Chag Sales**

CANADA									
TORONTO					MONTREAL				
Index	Stock	High	Low	Close	Chg	Index	Stock	High	Low
3:00 pm prices Apr 17									
Quotations in cents unless marked S									
4000000	Alcan	115 1/2	115 1/4	115 1/2	+	1700	Domest	55 1/4	55 1/4
8000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	1800	Domest	55 1/4	55 1/4
10000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	24000	Growth	54 1/4	54 1/4
40000	Alcan	115 1/2	115 1/4	115 1/2	+	2600	Domest	55 1/4	55 1/4
81000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	3000	Domest	55 1/4	55 1/4
10000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	3200	Domest	55 1/4	55 1/4
10000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	3400	Domest	55 1/4	55 1/4
10000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	3600	Domest	55 1/4	55 1/4
10000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	3800	Domest	55 1/4	55 1/4
10000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	4000	Domest	55 1/4	55 1/4
10000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	4200	Domest	55 1/4	55 1/4
10000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	4400	Domest	55 1/4	55 1/4
10000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	4600	Domest	55 1/4	55 1/4
10000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	4800	Domest	55 1/4	55 1/4
10000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	5000	Domest	55 1/4	55 1/4
10000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	5200	Domest	55 1/4	55 1/4
10000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	5400	Domest	55 1/4	55 1/4
10000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	5600	Domest	55 1/4	55 1/4
10000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	5800	Domest	55 1/4	55 1/4
10000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	6000	Domest	55 1/4	55 1/4
10000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	6200	Domest	55 1/4	55 1/4
10000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	6400	Domest	55 1/4	55 1/4
10000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	6600	Domest	55 1/4	55 1/4
10000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	6800	Domest	55 1/4	55 1/4
10000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	7000	Domest	55 1/4	55 1/4
10000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	7200	Domest	55 1/4	55 1/4
10000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	7400	Domest	55 1/4	55 1/4
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10000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	7800	Domest	55 1/4	55 1/4
10000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	8000	Domest	55 1/4	55 1/4
10000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	8200	Domest	55 1/4	55 1/4
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10000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	8800	Domest	55 1/4	55 1/4
10000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	9000	Domest	55 1/4	55 1/4
10000	Alr Cdn	16 1/2	16 1/2	16 1/2	+	92			

NEW YORK									
DOW JONES									
Index	Stock	High	Low	Close	Chg	Index	Stock	High	Low
3:00 pm prices Apr 17									
Quotations in cents unless marked S									
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TORONTO									
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3:15 pm prices April 17

## NEW YORK STOCK EXCHANGE COMPOSITE PRICES

[illegible]

هذه هي الاصل



## NYSE COMPOSITE PRICES

[illegible]**NASDAQ NATIONAL MARKET**[illegible]

## AMEX COMPOSITE PRICES

[illegible]

## SOUTH AFRICA

The FT proposes to publish this survey on **May 2 1991**. It will be of particular interest to the 89.3 % of the Professional Investment community in Europe who are regular FT readers. If you want to reach this important audience, call Louise Hunter on 071 873 3238 or fax 071 873 3079.

## FT SURVEYS



## WORLD STOCK MARKETS

## AMERICA

## Dow breaks through 3,000 in heavy turnover

## Wall Street

THE DOW Jones Industrial Average broke through the 3,000 barrier on several occasions yesterday morning as heavy investor demand, stimulated by hopes of an economic recovery, pushed share prices to new highs, writes Patrick Harrison in New York.

By 1.30 pm the Dow was up 20.38 at 3,007.18. The broader-based Standard & Poor's 500 also rose, up 2.85 at 390.57 by 1 pm, while the Nasdaq composite of over the counter stocks climbed 5.50 to 512.25.

Turnover on the New York SE was exceptionally heavy at 153m shares by 1pm, boosted by computer program trading and strong institutional demand. Advancing shares were outpacing declining shares by 58 to 51.

After opening slightly weaker, steady buying of blue-chips pushed the Dow over 3,000 at 11.30 am. The index then slipped back, before passing the mark again an hour later. Analysts have been expecting the Dow to set a new record soon, and after the 50-point gain on Tuesday, yesterday was seen as the most likely day for a new closing high for the blue-chip index.

Although the current reporting season is far from a mixture of good and bad, the market has risen on the belief that the recession is nearly over. The fact that the Federal Reserve has not cut interest rates recently, while initially disappointing, is now being interpreted as a sign that the Fed is confident the economy can rebound from its trough without the need for lower interest rates.

Among individual issues AT&T rose 1% to \$58.40 on turnover of 1.7m shares after the telecommunications group unveiled earnings of 55 cents a share in the first quarter, up from 62 cents a share a year earlier. AT&T also said it was not ready to raise its bid for NCR, the computer group which has resisted AT&T's unwanted \$110 a share bid. Yesterday NCR shares were

unchanged at \$64.

United Technologies slumped 1% to \$45.40 on turnover of 2.8m shares after the defence group reported, late on Tuesday, a fall in first quarter income from \$1.01 a year ago to 25 cents this year.

Philip Morris, one of the market's biggest stocks, eased 1% to \$71.40 after the tobacco and foods group met market expectations with net earnings of \$0.24 in the first quarter. In spite of announcing a loss of \$195.6m for the first three months of this year, AMR, the parent group of American Airlines, rose 1% to \$24.10. Analysts had predicted a dire first quarter for the group.

Harcourt Brace Jovanovich, the troubled publishing and insurance group, fell 1% to \$4.40 after General Cinema, the cinema and retailing company, said that talks with Harcourt, which had been broken down, threatening the merger agreement between the two companies. General Cinema shares slipped 1% to \$23.40 on the news.

## Canada

TORONTO followed Wall Street higher in midday trading. The composite index gained 7.3 to 3,547.0. Advances led declines by 229 to 187 in volume of 15.5m shares. The Toronto Stock Exchange pushed the turn-around candidate, Campan, up 27 cents to \$31.20, breaking a 52-week high, in heavy volume of 308,000 shares. The former high-flyer has said that it is considering restructuring and splitting up the US business units as part of its bankruptcy plans.

Inco jumped 1% to \$40.40 after reporting first quarter net earnings of 50 cents per share versus 64 cents.

## SOUTH AFRICA

JOHANNESBURG rose in uneven trading. The all-share index gained 8 to 2,996, the all-gold index was up 3 to 1,068 and the industrial index was 1 higher at 3,457. De Beers put on 75 cents to R77.75.

## EUROPE

## Bourses reflect New York and international liquidity

THE CONTINENT was encouraged by Wall Street's overnight performance, and high levels of liquidity among international investors, writes Our Markets Staff.

PARIS ignored poor company results and, thanks to Wall Street, the CAC 40 index finished up 26.54 or 1.5 per cent at 1,829.45.

Thomson-CSF added Ffr6 to Ffr152. Late on Tuesday the defence electronics company reported a fall in 1990 profits but held the dividend. Michelin, the tyre maker, put on Ffr1.40 to Ffr89.50 in spite of loss last year and warnings of further losses in 1991. Peugeot, with earnings scheduled for release early today, rose Ffr2 to Ffr338.

In the retail sector, Nouvelles Galeries fell Ffr7.90 or 8.9 per cent to Ffr801 with a small 2,200 shares traded after news that the Swedish company Proventus sold its 25 per cent stake in the group. The CCF, the bank, defying speculation of a possible takeover bid, Galeries Lafayette, which now has a stake of 38.39 per cent in Nouvelles Galeries, lost

Ffr55 to Ffr1,730.

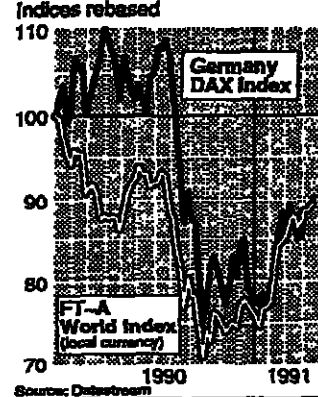
FRANKFURT climbed to its highest levels so far this year, the FAZ index peaking 5.62 higher at 696.01 and the DAX hitting a new 1991 high of 1,623.85, up 20.47.

Volume climbed again, from DM6.5m to DM8.2m. Daimler led the market up, putting on DM17.50 to DM704.50 on the German motor industry's relatively strong performance, and on the excellent sales of its new 'S' series, said Mr Jens Wleeking at Merck Finck in Düsseldorf.

Chemicals rose further on yield considerations, with BASF up DM3.90 to DM250.90 ahead of today's supervisory board meeting, at which the dividend will be decided. In pharmaceuticals, Altana rose DM20.50 to DM573 on higher profits and dividend.

Special situations saw Continental up another DM3.50 to DM233, observers suspected the dividend will be decided. In the Pirelli target, PWA reflected good prospects for the world paper industry with a DM9 rise to DM274. Biffinger & Berger, the construction group, came

indices rebased



late in the day with a two-for-eleven rights issue at DM500 day, leaving the shares, DM3.50 higher at DM397. Funds raised would be used to finance its expansion in eastern Germany. AMSTERDAM recouped Tuesday's losses with Wall Street and some positive company statements, boosting the index rose 0.8 to 97.3, just below the day's high of 97.4. In the paper sector, KNP put on F12.70 or 5.0 per cent to

FT-SE Eurotrack 100 - Apr 17							
Hourly changes							
Open	10 am	11 am	Noon	1 pm	2 pm	3 pm	Close
1121.91	1121.74	1123.05	1125.51	1125.44	1125.91	1126.10	1126.20
Day's High 1127.11				Day's Low 1121.01			
Apr 16	Apr 15	Apr 12	Apr 11	Apr 10			
1113.65	1125.46	1116.71	1106.33	1102.97			

Base value 1000 (1989/90)

F156.40 after the company forecast a rise in first half 1991 net profit. Buchtmann Tetterode, which has some joint ventures with KNP, put on F12.50 or 4.3 per cent to F162.

Wolters Kluwer, the publisher closed F12.10 or 3.8 per cent higher at F158.50 after saying that it expected 1991 net profit to rise at least 15 per cent and that it was negotiating to buy a major European legal publisher.

MILAN was led higher by banks and insurers on the first day of the May trading session. The Milan index rose 7.35 to 594.91. Generali gained L440 or 1.2 per cent to L37,340 on persistent rumours that it planned to buy Toro from Fiat and in spite of a denial from

Fiat. Toro jumped L445 or 1.7 per cent to L27,155.

Demand for banks focused on three state-controlled institutions. Banco di Roma, soon to be merged with Banco Santo Spirito, climbed L58 to L2,733 and Credito Italiano put on L38 to L2,606. Banca Commerciale rose L50 to L294,730.

BRUSSELS featured Societe Generale de Belgique, which jumped Bfr100 or 4.5 per cent to Bfr2,340. It announced a divestment programme, and sharply lower profits on Tuesday. The Bel20 share index rose 2.75 to 1,212.15.

VIENNA saw trading boosted by the surprise announcement that magnesite producer Radex had bought a majority stake in Veltacher.

the other main Austrian producer. But the index eased 1.1 from its third successive high for the year to 594.95 as Radex and Veltacher each slipped. Sch45, to Sch925 and Sch519 respectively.

COPENHAGEN was restrained by losses at Hafslund, the insurer and a rights issue at Sophus Berendsen which controls the London-listed Ramtoll.

Hafslund 'B' shares fell Dkr20.50 to Dkr509.50 and Bactica, in which Hafslund has a 30 per cent equity stake, by Dkr20 to Dkr740. Berendsen lost Dkr20 to Dkr1,430 but the CSE index, reflecting management changes in the AP Miller shipping group, still managed to close 1.07 higher at 350.93.

STOCKHOLM ended lower on news that new orders dropped 11 per cent in February. The Aftersvärden general index fell 3.8 to 1088.1. OSLO was lifted by higher oil prices. The all-share index climbed 7.02 to 482.11 in turnover worth Nkr272m.

ZURICH saw recoveries in pharmaceuticals as the Credit Suisse index rose 3.9 to 658.2.

## ASIA PACIFIC

## Nikkei rises above 27,000 on heavy arbitrage buying

## Tokyo

HEAVY arbitrage buying pushed share prices up yesterday, and while hopes of monetary easing subsided with no clear action from the central bank, the overnight rally on Wall Street boosted sentiment, writes Emiko Terazono in Tokyo.

The Nikkei average opened at the day's low of 26,859.35, topped 27,000 for the first time since March 19 for a day's high of 27,022.02, and closed 187.07 higher at 26,980.37.

Domestic institutions stayed away, but volume rose from 380m to 450m shares. Mr Masami Okuma at UBS Phillips & Drew said that the rise in volume reflected the return of investors from smaller markets to the first sector.

Advances led declines by 619 to 372, with 158 unchanged. The Toxip index of all first section issues rose 9.99 to 2,028.82 and, in London, the ISE/Nikkei 50 index rose 1.59 to 1,540.42.

Companies gained on heavy business exposure in the US. Bridgestone, the tyre maker, added Y80 to Y1,150, and Makita Electric Works Y60 to Y2,150. Mr Nick Cant at Baring Securities said that the activity indicated that investors were willing to commit money into companies on hopes of an early recovery of the US economy.

Electricals were also strong on Wall Street. Sony added Y150 to Y6,750, and TOK Y200 to Y5,000. Electrical machinery makers were stronger on the labour saving theme. Fanuc rose Y200 to Y5,790 on sales of its industrial robots, and Fuji Electric, the most active issue of the day, added Y20 to Y310 on growth in automation equipment.

Electronic climbed Y230 to Y5,050 on reports that it will launch a compact disc recording system. Taiyo Yuden, an electrolytic capacitor maker which is expected to supply the blank compact discs, also rose Y101 to Y1,090. Interest rate sensitive, large-

capital issues fell on profit-taking. Nippon Steel by Y6 to Y499 and Kawasaki Heavy Industries by Y6 to Y633.

Sanwa Shutter rose Y60 to Y1,710 on strong earnings forecasts thanks to brisk sales of its shutters, sliding doors and doors. Buying spread throughout the sector, with Bunka Shutter adding Y50 to Y2,300 and Sanryo Aluminium Industry climbing Y10 to Y1,720.

Nippon Oil rose on higher oil prices. Rumours that some countries in the Gulf will join up with Japanese distributors in new projects also encouraged investors, but the issue fell on profit taking and ended down Y10 at Y1,130. Cosmo Oil fell Y9 to Y810.

Retailers gained on good earnings results for the year ending last February. Ito Yokado, the supermarket chain which posted 11.4 per cent in pre-tax profits, rose Y20 to Y4,370, and Seven Eleven Japan, which announced a 26.2 per cent rise in pre-tax profits, added Y230 to Y7,300.

In Osaka the OSE average rose 98.62 to 30,156.12 on volume of 46.2m shares. Rohm, a semiconductor equipment maker, added Y80 to Y2,090 on heavy buying by a major Japanese brokerage. Investors were attracted to forecasts of a 20 per cent rise in pre-tax profits for the current year.

## Roundup

THE ENTHUSIASM of the region's response to Wall Street's overnight gains was blunted by airport fears in Hong Kong, Kuala Lumpur and Jakarta were still closed for a public holiday. Bombay was also closed.

HONG KONG talked about the stalled airport talks, added fears about a planned strike in the US, and accepted that consolidation was in order after the market's recent dramatic gains.

The Hang Seng dropped 30.45 to 3,887.01 as turnover eased from HK\$1.12bn to HK\$982m. Banks posted the sharpest

losses, followed by properties and the commercial and industrial sector. Utilities declined moderately.

NEW ZEALAND, a recent form horse, was given an additional boost by news that the domestic consumer price index rose by only 0.6 per cent in the quarter ended March 31, the smallest quarterly rise since 1989. Equities rose 2.3 per cent as the Barclays index closed 38.08 higher at 1,459.73, and turnover rose from NZ\$30.8m to NZ\$35.7m.

Fletcher Challenge led from the front, 10 cents higher at NZ\$3.90 in volume of 3.2m shares. Brierley Investments, which has tended to lag behind other stocks during the recent rally, picked up 3 cents to NZ\$1.09 on the heaviest individual volume of 6.3m shares.

TAIWAN rebounded from Tuesday's 6.3 per cent fall. The weighted index rose 137.75, or 2.5 per cent, to 5,451.06. Turnover, however, fell from T\$78.7bn to T\$68.7bn. SINGAPORE came back

from a holiday to a gain of 1.9 per cent, the Straits Times index closing 27.62 higher at 1,513.52 as turnover climbed from S\$37m to S\$41m.

AUSTRALIA rose 1.3 per cent, with the accent again on industrials as the All Ordinaries index finished 18.9 higher at 1,490.6, its highest level since last September and the market's fifth consecutive rise.

Activity was concentrated in the leaders, and turnover was not high in spite of a rise from A\$164m to A\$237m. The property, civil engineering and finance group, Lend Lease, rose 35 cents to A\$16.55 as it said that it would form a joint venture with State Bank of New South Wales in the life insurance and retirement savings business. News Corp gained 28 cents at A\$9.06, largely following a rise in the stock on Wall Street.

MANILA saw more profit-taking as the composite index fell 9.53 to 1,080.93, after a decline of 5.44 on Tuesday.

## Institutional interest shows revival

Turnover continued its recovery in March, writes Antonia Sharpe

EUROPEAN equity turnover continued its steady recovery in March. The recovery of the market after the Gulf war and cuts in interest rates in some countries encouraged institutional investors to return in force.

Mr James Cornish at County NatWest, which provides the monthly figures, says that in general volumes were highest at the start of the month, with another run-up before the Easter holiday.

The UK was the month's star performer as turnover rose 15.3 per cent from February to £35.7bn, its best monthly figure since the £39.7bn of January 1989. Investors were attracted back to the UK by a relatively neutral budget, a further half-point cut in interest rates and a more positive perception of the economy.

According to the FT-Actuaries indices, the UK has risen 18 per cent since the start of the year in the current terms, marginally ahead of the Europe index which shows an advance of 17.8 per cent. Mr David Roche at Morgan Stanley believes that it is time to

## EUROPEAN EQUITIES TURNOVER

Monthly total in local currencies (£bn)					
Bourse	Dec 1990	Jan 1991	Feb 1991	Mar 1991	US \$bn
Belgium	18.58	21.59	41.52	45.48	1.22
France	92.30	179.00	110.80	110.40	19.08
Germany	78.00	81.40	120.90	122.90	72.08
Italy	10,007.80	8,672.40	15,992.40	15,060.00	11.87
Netherlands	7.15	11.02	13.88	15.30	7.98
Spain	514.49	498.46	742.61	803.60	7.59
Switzerland	8.30	12.00	14.20	14.70	10.11
UK	29.80	24.50	31.87	36.78	63.98

Volumes represent purchases and sales. \* Provisional figure. 1 Revised figure. Values are adjusted to include off-market trading. Some figures may be revised. Source: County NatWest Securities.

shift out of the UK and into Germany, which shows a smaller rise of 13.3 per cent so far this year. He argues that a lot of liquidity in the UK is being swallowed up by rights issues and that the market is no longer looking cheap.

"Common perceptions of the costs of unity have driven the German market below where it was in November 1989 in terms of dollar-denominated earnings of the UK," Mr Roche says. Turnover in Germany rose a mere 1.7 per cent to DM122.90bn in March, but this was still its best performance since August 1990's DM142.8bn.

After the UK the Netherlands showed the largest monthly rise, with a 10.2 per cent climb to F115.30bn, also the highest level since last August's F117.90bn. Mr Rob Sweers of Banque Paribas Nederland NV attributes the improvement mainly to the stronger dollar which helps the dollar-denominated earnings of Dutch companies. The rise on Wall Street also played its part, since shares which account for 50 per cent of Dutch market

turnover (Royal Dutch and Unilever being the two leading shares with ADR programmes) are actively traded in the US.

The FT-Actuaries indices show that Amsterdam has risen 19.2 per cent in local currency terms so far this year, but in March alone it rose 7.8 per cent. Mr Sweers notes that while there was evidence of fresh investment in Dutch shares in March, this has been less apparent so far in April, with options activity on the increase.

Spain continued to advance in March, with turnover 8.2 per cent better at Ptas803.60bn, the highest level since July 1990 when it reached Ptas94.4bn. Mr Victor Galliano of Baring Securities says that investors were attracted by signs of continuing improvement on the inflation front and the sustained downward movement of interest rates. Renewed takeover speculation in the utility sector also provided interest.

The only measure to show a drop in turnover last month was Italy, down 3.4 per cent. However, volume had risen 80 per cent the previous month.

## FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS									
Figures in parentheses show number of lines of stock	US Dollar Index	Day's Change	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	Local % Chg	Gross US Dollar Index	US Dollar Index
TUESDAY APRIL 16 1991									
Australia (74)	137.77	+0.6	114.21	117.39	119.26	117.57	+0.7	5.78	137.15
Austria (19)	213.04	+1.3	176.80	181.53	184.42	184.72	+1.0	1.43	210.38
Belgium (60)	143.16	+0.2	118.69	121.90	123.93	121.10	+0.2	4.91	142.93
Canada (118)	140.08	+0.9	116.13	119.37	121.26	116.51	+0.9	3.40	138.79
Denmark (26)	145.27	+0.5	120.62	120.15	121.48	121.14	+0.7	1.57	145.76
Finland (21)	124.03	-0.4	102.82	105.89	107.37	101.92	-0.9	2.38	124.58
France (112)	141.12	-0.3	118.98	120.24	122.15	124.57	-0.8	3.48	141.52
Germany (98)	143.58	+0.3	118.90	121.90	123.93	121.10	+0.9	2.28	143.09
Hong Kong (46)	120.07	+0.3	120.08	120.15	121.48	121.14	+0.7	4.50	120.07
Ireland (16)	108.72	-0.1	138.20	140.06	144.31	146.86	-0.2	3.11	108.68
Italy (81)	117.12	-0.2	97.74	98.83	101.74	101.36	-0.7	0.88	117.12
Japan (462)	145.45	+0.2	120.58	123.94	125.98	123.94	+0.4	0.89	145.18
Malaysia (53)	225.10	+0.2	194.88	200.32	203.51	247.15	+0.0	3.05	224.88
Mexico (12)	851.42	+0.6	714.08	734.01	745.87	2818.89	+0.5	0.54	855.90
Netherlands (40)	143.58	+0.3	118.90	121.90	123.93	121.10	+0.9	2.28	143.09
New Zealand (14)	49.96	+0.1	101.08	101.42	102.38	49.90	-0.5	7.78	49.88
Norway (30)	196.52	-0.4	182.91	187.45	190.12	173.05	-0.3	1.79	197.22
Singapore (25)	187.84	+0.3	158.84	168.41	171.09	198.25	+0.0	2.11	187.14
South Africa (80)	203.22	+0.5	189.48	193.18	195.91	148.07	+0.3	3.86	204.29
Spain (41)	103.92	+0.0	135.88	139.89	141.89	127.60	-0.2	4.42	103.94
Sweden (27)	188.11	-0.8	152.94	160.29	162.84	167.78	-0.8	2.59	189.54
Switzerland (50)	143.58	+0.3	118.90	121.90	123.93	121.10	+0.9	2.28	143.09
United Kingdom (259)	151.24	-0.3	125.87	129.39	131.46	141.15	+0.7	4.72	150.78
USA (527)	157.07	+1.7	130.20	133.84	135.97	157.07	+1.7	3.10	154.48
Europe (836)	144.61	-0.4	120.04	123.40	125.36	122.99	-0.6	3.85	145.40



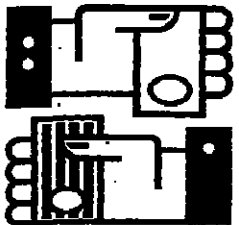
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April 18 1991

FINANCIAL TIMES SURVEY

PENSION FUND INVESTMENT

Thursday April 18 1991



After last year's investment setback, equity market buoyancy in the first quarter of 1991 has

dramatically changed the pension fund picture, writes Barry Riley. But scheme surpluses are likely to fall, partly because of the European Court judgment on sex equality

A better tale for 1991

IT WAS important to get 1990 out of the way. After a brilliant decade for investment performance during the 1980s, UK pension fund managers were overdue for a market setback. In fact, the minus 10.5 per cent median rate of return was the first negative result in nominal terms since 1974. But fund managers will now be hoping that the shake-out in the markets has been left well behind. Certainly the first quarter of 1991 has presented a dramatically different picture, with equities buoyant around the world: the FT-Actuaries World Index jumped 21 per cent in sterling terms in the three months, a highly encouraging statistic given that the average UK pension fund held around three-quarters of its portfolio in equities at the end of last year. This stock market strength has been of considerable commercial importance. The fees of external fund managers are generally calculated on the basis of the value of portfolios at the end of each calendar quarter. When stock markets hit their low points at the end of the third quarter of 1990, fund managers were squeezed nastily, while their costs were rising quite fast. It was not

much better in December. But March will have brought a substantial recovery in income. For UK pension schemes themselves, however, the arithmetic of poverty or prosperity is done very differently. Surpluses and deficiencies are calculated on the basis of actuarial rather than market valuations. In general, these are income-based, certainly for UK equities, which make up more than half of most portfolios. Therefore, because dividends continued to be buoyant for much of last year, with a rise of 11 per cent for the year as a whole, many schemes stayed comfortably in surplus. In a curious way, this turned out badly for fund management companies. The over-funded pension schemes very often enjoyed contribution holidays, thus choking off much of the cash flow into their funds. According to the WM Company's performance measurement service the new money flowing into UK occupational pension schemes in 1990 was equivalent to 19 per cent of their initial value, whereas 10 years later it was less than 4 per cent, implying

net shrinkage after adjustment for investment income. The strange 1990 picture of bloated funds and squeezed fund managers will now change quite quickly, however. Not only have market values risen, thus increasing the investment managers' revenues quite sharply, but the scene is set for a very rapid rundown of pension scheme surpluses. This is firstly because dividend growth is bound to slow down very sharply this year. After averaging an extraordinary 16 per cent a year during the second half of the 1980s, the rate of increase may well drop to under 5 per cent for 1991 because of the economic squeeze on companies. This increase is likely to be less than the underlying growth of average employee earnings (still running at 9.5 per cent). Another important consideration is that large

unfunded liabilities are crystallising for many pension schemes. These relate in part to the so-called Barber judgment in the European Court on equal treatment for the sexes, which could impose equal retirement ages and other expensive adjustments on schemes. At the same time, the Social Security Act 1990 laid down that partial inflation-proofing of benefits (limited price indexation, or LPI, of up to a limit of 5 per cent a year) must be applied in future, after a certain A-Day, the date of which has yet to be announced. In addition, to the extent that there are surpluses in the scheme, this LPI protection must be backdated to cover past service. What is bad news for schemes could nevertheless be good for pension fund managers, as extra contributions and top-ups begin to roll in; at least, this will be true unless the pressure

on final salary-linked schemes becomes so intense that companies decided to wind them up in favour of cheaper arrangements. In these potentially troubled times, however, UK pension fund managers can justifiably point to the very high returns that they have succeeded in generating over many years. According to the other main performance measurement service, Cape, the average rate of return achieved by the median fund over the past 10 years has been 15.4 per cent. This is a considerably high return than has been enjoyed by typical funds in the US or on the Continent, even after adjustment for currency changes. The uniquely aggressive strategy of UK funds, relying heavily on equities, has paid off handsomely. The one bad year, 1990, has only made a small dent in this record. In the latest edition of

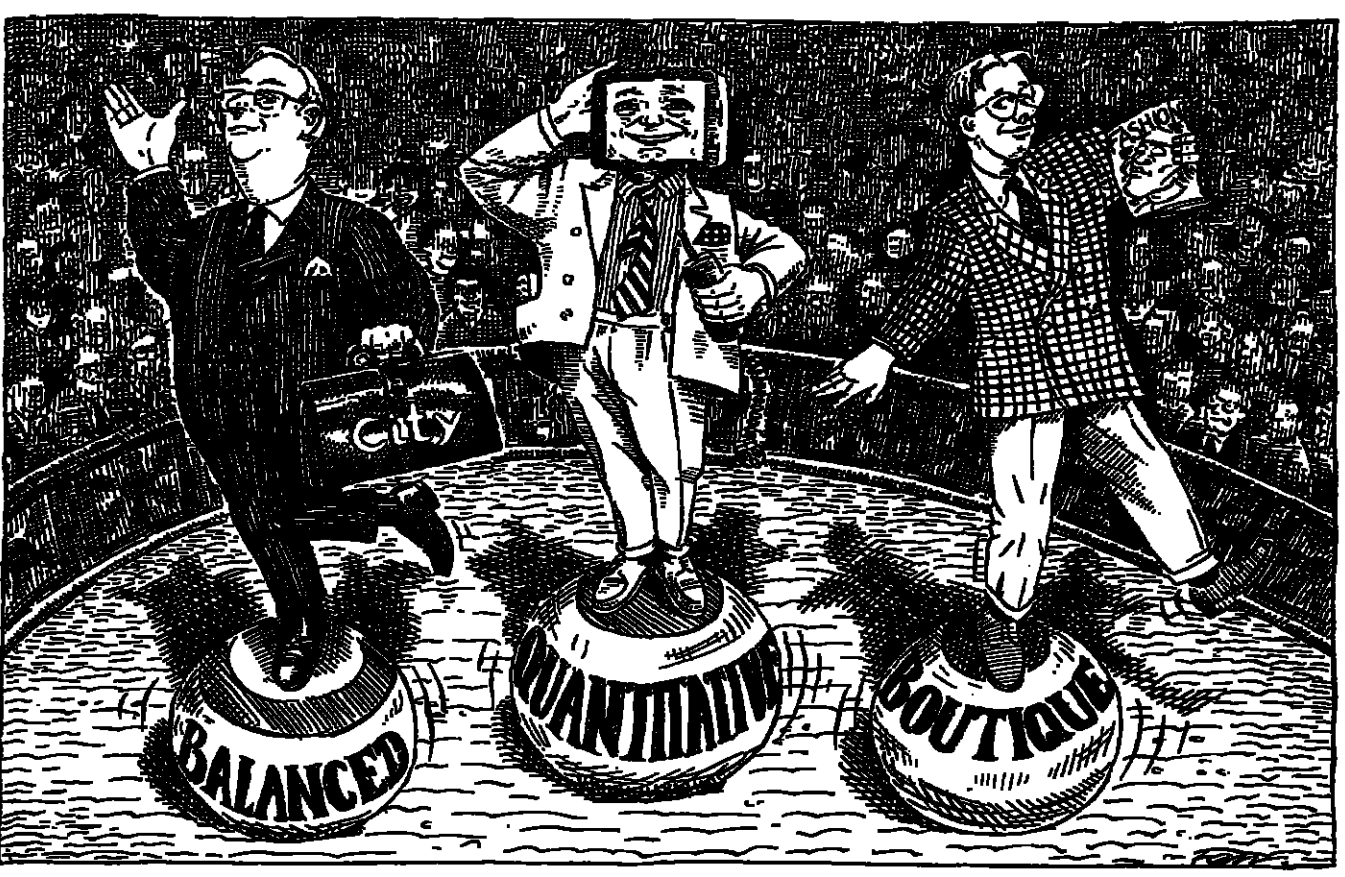
Phillips & Drew Fund Management's *Pension Fund Indicators*, perhaps the best source-book on UK pension fund investment, Mr Jim McCaughan, a FPM director, argues: "The long-term investor might justifiably regard the unsettled market conditions of 1990 as a blessing since opportunities were presented to acquire investments at favourable prices." Yet the equity orientation of UK pension funds has relied heavily on the willingness of British companies to adopt a high pay-out strategy. That has led to criticism from the UK corporate sector on the grounds that continental and Japanese companies do not face the same pressures from their own institutional shareholders. Moreover the entry of the UK to full membership of the European Monetary System six months ago posed the

possibility of fundamental structural change. Has the focus of UK funds on equities been merely the consequence of persistent UK inflation? Will bonds be much more attractive if they offer a reliable real rate of return? But Mr McCaughan does not see UK fund managers going back to government bonds, in which they invested heavily during the 1970s. "Pension funds no longer see themselves as natural buyers of gilts," he says. Moreover, UK company schemes have the flexible long-term actuarial and accounting procedures which permit them to accept the volatility of equity returns. In the US, the pension fund accounting standard FAS87 focuses much more upon temporary market values, which have to be reflected in company profit and loss accounts, whereas in the UK SSAP24 embodies long-term smoothing. These accounting influences, together with the much greater incidence of defined contribution schemes, explain the high proportion of bonds in US pension fund portfolios. In the UK nearly all large schemes have a defined benefit (or final salary-linked) structure, although there is concern that the coming pressures from Barber and LPI may cause a number of companies to switch over to defined contributions. In mainland Europe, meanwhile, funded occupational pension schemes are beginning to grow in importance, and could become much more popular given the demographic pressures on many of the pay-as-you-go (unfunded) state schemes. Moreover a new EC directive proposes that the single market should apply to pension fund management: national investment restrictions, such as on bond/equity proportions, should be swept away, and foreign managers should be allowed to compete freely across borders. As their confidence recovers in line with the rise in equity markets, the UK's pension fund management companies are beginning to reassess the scope for exporting their skills to Europe.

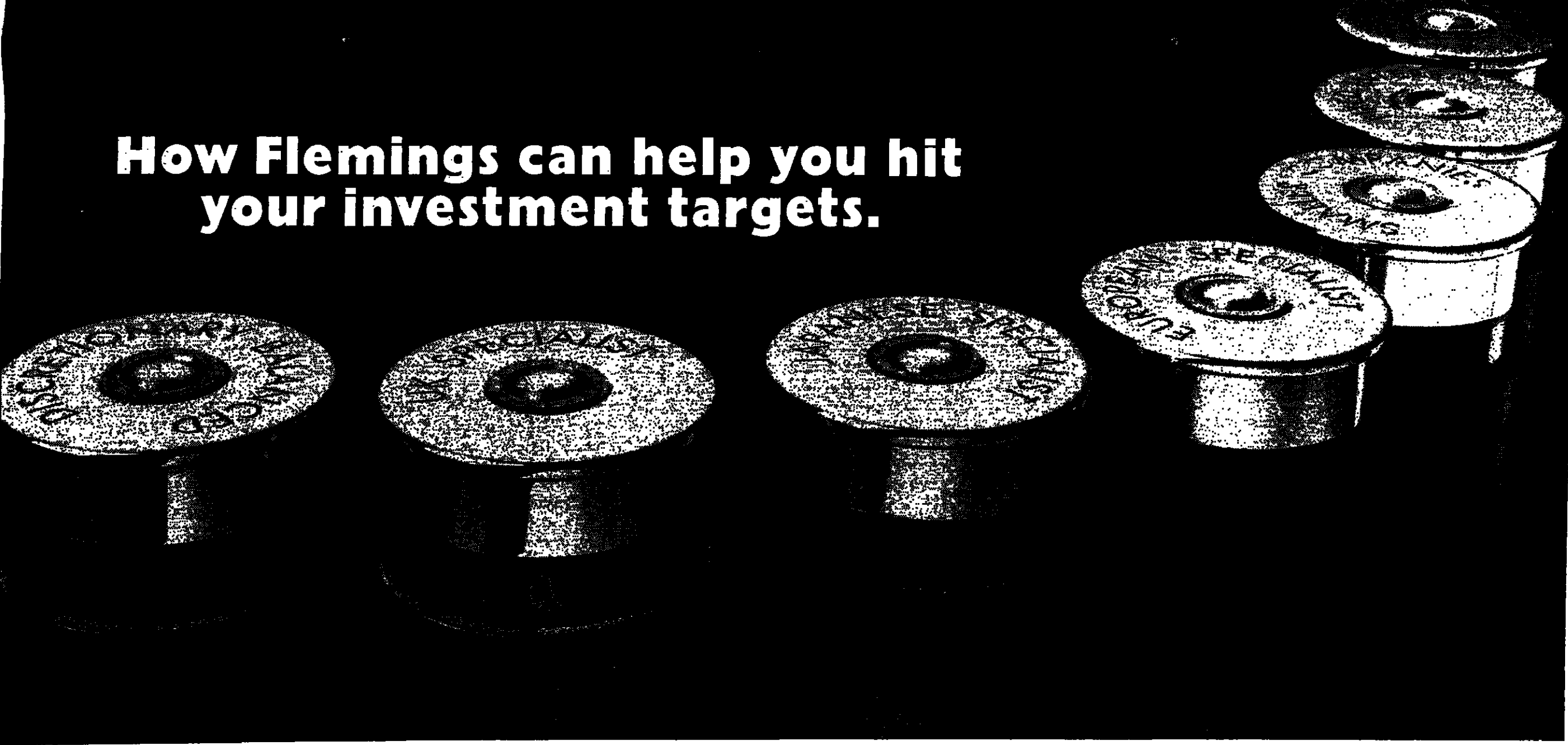
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Editorial production: Gabriel Bowman



But Tony Crombie (above) of Scottish Equitable thinks they need to diversify overseas



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Andrew Freeman looks at the typical exposure of UK managers

## Equities back in favour

SINCE the start of this year, the UK equities market has been characterised by strong upward movement, with progress to record levels apparently unhindered by a string of rights issues. Funds which last year backed the view that the market was historically cheap have reaped the rewards, but the average exposure to UK equities is as steady as ever.

In recent weeks, the institutions appear to have been calling the shots as companies with urgent needs to strengthen their balance sheets have asked for cash. But there have been exceptions. Tesco, for example, lined its £572m cash call to perfection, and provided a coherent explanation of what the money was to be used for. Since January, its shares have performed in line with the rising market.

Even weak stories have had a sympathetic reception. The market was not convinced by the explanation from B&S of how its £558m cash would be spent, but it took up its rights issue just the same. Distress calls, such as that from Comptel, actually sent the company's share price higher.

Cash calls and dividends have focused attention on the old question of short-termism. Institutional calls for dividends to be maintained through the

recession have captured plenty of headlines, but the case is hard to fault if it is applied to the market as a whole.

It is already obvious that dividend growth in the 1990s will be at a lower rate than the astonishing advances seen in the 1980s. Long-term growth should be a function of inflation plus growth in gross national product. Now that the UK is in the ERM, inflation should stabilise at a level well below that of recent years, so dividend growth might become more a function of GNP. Put another way, lower inflation will make real dividend growth easier to achieve.

A quiet 1991 could be followed by a pick-up in economic activity next year as corporate profitability bounces back from the recession. In addition, the growing utilities sector, with built-in dividend growth from the privatised electricity and water companies, is helping to prop up the market's average dividend.

Taking up their rights might be a convenient use of the institutions' cash and a cheap way of getting it into a rising market, but they are perhaps demonstrating a degree of hubbub when they claim that industry was short-termist in running down its financial strength. Steady dividend growth may be the price companies have to pay for institutional loyalty.

Recent figures from Combined Actuarial Performance Services (Cape) showed that the median UK pension fund had a UK equities exposure of between 54.9 and 56.7 per cent last year. The data was based on returns from 88 per cent of the full sample of 1,500 funds, but it seems clear that funds were making marginal increases to their exposure towards the year-end.

Whether they changed their asset allocation in time to benefit substantially from the unexpected strength of the market so far this year

remains to be seen. After an uninspiring January, the All-Share Index powered ahead and managed a total return of 16.5 per cent in the first quarter, with smaller non-FT-SE stocks outperforming the biggest shares after a long period of underperformance.

As for performance in 1990, the median UK equities fund returned a 9.3 per cent loss. That was much better than the 27 per cent negative return on overseas equities, but interestingly it was worse than the return on property assets. However, it seems there is little change in prospect for the dominance of UK equities as the favoured asset class.

1990 was a year in which it was possible for fund managers to claim significant outperformance of the UK market, simply by virtue of missing out on such corporate casualties as Polly Peck and British & Comptel. Mr John Emly, Robert Fleming's investment director, beat the median per-

formance by 2 per cent, returning -7.3 per cent. Fleming not only avoided the key disasters, but also scored by taking big positions in specific leading stocks.

Mr Tom Crombie, who runs equities portfolios for Scottish Equitable, thinks that pension funds have too much exposure to UK equities and not enough diversification in overseas markets. He uses the analogy of the private investor, just as a stockbroker would advise a sensible spread of assets, so funds should have assets across a spread of markets.

The bunching of UK funds' asset allocations is certainly remarkable - over 20 years, there has been little change in the 55-60 per cent held in UK equities, yet the returns have been variable.

Few managers now doubt that pension funds should hold equities as the most sensible long-term asset class, but Scottish Equitable, for example, has half of its 90 per cent

equity exposure overseas. According to Mr Crombie, Scottish Equitable actually managed to outperform the international indices. But its expertise overseas has been built up over a number of years. Funds going abroad for the first time can come unstuck.

Last year Scottish Equitable's mix was very different, with 20 per cent cash, 10-15 per cent gilts and only 60-65 per cent in equities. "The big asset allocation decision is the vital one, but too many UK funds think it," says Mr Crombie.

Mr Emly takes a rather different line. Robert Fleming is prepared to take weightings significantly different from the median depending on the client's tolerance for risk. The asset allocation decision is based on the customer's comfort level, but when there is clear value in UK equities - as there was, for example, when the yield ratio fell as low as 1.9 - the case for increasing exposure is strong.

However, Fleming also believes that UK equities are the natural asset base for domestic funds with their sterling currency base. Equities give the appropriate emphasis to real assets, but fund managers can make tactical deviations into cash and bonds when the conditions are right.

## THE US

## A small shift overseas

FOR YEARS, there has been speculation that the US pension fund industry would start to invest serious portions of its collective portfolio in overseas markets. And, for years, there has been corresponding little action.

But now, it seems that the sums which investment managers are willing to devote to overseas holdings are finally becoming meaningful. According to the annual survey conducted by Greenwich Associates, the Connecticut-based consultancy, the 2,000 largest US tax-exempt pension funds held around 4.5 per cent of their assets in international stocks by end-1990. In money terms, that amounts to around \$87bn.

True, this still compares poorly with the percentages invested abroad by the likes of the UK pension industry. Nevertheless, recent progress towards more geographically diversified portfolios by US funds should not be understated. For example, the public sector pension funds, the most laggardly element of the pension sector in this respect, held around 1.7 per cent of their funds' assets in international stocks back in 1987. Today, the figure is 3.2 per cent.

And most observers reckon that the trend has considerably further to go. Greenwich Associates itself concluded that by 1993, around 7.7 per cent of US pension funds' assets might be invested internationally.

Quite why US pension fund managers have seen the light recently is a matter of debate. Some observers suggest that the trend results largely from the development of overseas markets themselves, with the result that a substantially larger spread of investment opportunities has been created.

Equally, it may be worth noting that certain traditional domestic investment areas, like real estate, have hit well-publicised problems, at least in the short term. This may have stimulated the

search for prime opportunities elsewhere. Greenwich Associates, for example, notes that the percentage of funds planning to start investing in equity real estate has been declining over the past few years - from 9 per cent in 1988, to 6 per cent in 1989, and to 3 per cent in 1990.

Nevertheless, most players involved with the pension fund sector concede that this international thrust is not without problems. "Many fund managers are wrestling with currency management,"

"The learning curve lag is disappearing fairly quickly"

comments one large mutual fund group - although it adds that "the lag on the learning curve is disappearing fairly quickly."

Another factor worth considering is the fact that net cash flows in the US pension fund sector are currently negative, by a fairly significant margin. This, in turn, may stimulate the search for asset growth.

Distributions last year were estimated at around \$89bn, compared with contributions of about \$83bn. In 1989, cash flow was negative to the tune of some \$1bn. The pressure is noticeably greater among the corporate pension funds - in contrast to the public sector, where contributions still outweigh distributions.

Quite separately, the sector is tussling to establish what role it should play in corporate governance. It could be argued that US investors have woken up to the excesses of the 1980s somewhat belatedly, but a general stirring among pension fund managers is now perceptible. The latest proxy season has not been a comfortable one for some US companies, and a number of high profile public pension funds - like Calpers - can take some of the credit.

Nikki Tait

Peta Hodge considers money purchase schemes

## The recipient bears the risk

RECENT LEGISLATION and legal cases have raised the potential costs of providing final salary related pensions for a large number of occupational pension schemes. As a result, many in the industry expect to see a shift away from final salary (defined benefit) schemes to money purchase (defined contribution) schemes.

Indeed, a survey of intermediaries conducted by Prudential Corporate Pensions suggests as many as a third of all final salary schemes may switch to money purchase.

It is easy to see why an increasing number of employers is attracted to the switch. In a defined benefit scheme all the risk is borne by the employer. Whatever happens, he must pay the level of benefit promised at retirement.

With a money purchase scheme, it is the scheme member who bears all the risk. There is no benefit promise; the employer and employee simply make contributions into the scheme. These are invested, and the scheme member receives the value of these investments at retirement in the form of a pension.

Although a money purchase scheme may be administered and invested on a group basis,

it is essentially a series of individual arrangements as far as investment risk is concerned. There is no cross-subsidy between scheme members.

This question of who bears the risk is the key to understanding the differences between the investment policies of money purchase and final salary schemes.

Money purchase benefits are usually determined by the build-up of each member's personal account; all contributions made on the member's behalf are credited to an account in his name. This is typically achieved by each contribution buying units in the fund, in a similar way to investing in a unit trust.

The need to unitise investment if the individual's benefits are to be valued accurately is one reason why the majority of money purchase schemes are invested in off-the-peg life office managed funds or pooled funds which already have the systems for unitising invest-

ments in place.

To the extent that both money purchase and final salary schemes invest in pooled managed funds, the asset spread and performance of the two types will be identical.

The individually tailored option of segregated management favoured by many final salary schemes has not been generally adopted by money purchase arrangements. This is not only because of the problem of valuing investments, but also a function of size. A fund really needs to be worth at least £10m - some would say £20m or £30m - before segregated management becomes an economical option. In the past, most money purchase schemes have been considerably smaller than this.

It may be that if the prophecies are fulfilled and more and more managers choose the money purchase option, there will be more defined contribution funds of a size to consider segregated management.

Mr C.W. Fraser Low, director of benefit consultants Willis Consulting, agrees there is nothing to stop money purchase schemes opting for segregated management. However, he admits Willis has only four money purchase clients of sufficient size to receive individual investment advice and all of these opt for the pooled investment route.

Willis does, however, have a couple of final salary scheme clients which operate on a unitised segregated basis. These are conglomerates with subsidiaries in a number of diverse industries which want to give different benefits to members in different subsidiary companies while investing all contributions in the same way.

These show, in principle, there is no reason why money purchase schemes should not have segregated management," says Mr Low. But he adds: "If you are going to buy segregated management you probably want to go to a manager

with unit trusts or unitised managed funds. They are in a better position to run the fund because they already have the computer programme in place to unitise the investment."

The Prudential survey asked intermediaries how they thought segregated final salary schemes switching to money purchase would maintain the power which goes with operating a segregated portfolio.

The intermediaries - said to represent the advice being given to 85 per cent of all pension funds, measured by asset value - thought most schemes would either transfer all their assets to a life office or invest in a single managed fund.

The third investment solution suggested by Prudential is to have a segregated or managed fund with its own bonus series. The intermediaries surveyed thought that around 20 per cent of schemes switching to money purchase would choose this option.

According to Mr Jonathan

Heller, head of research at Prudential Corporate Pensions, this would mean running the fund as a "mini insurance company", with "reversionary" bonus levels being announced every year to reflect the underlying growth in investments.

In this way the individual member would be protected from fluctuations in the investment markets. As with a life office with profits policy, a terminal bonus might be payable in addition on retirement.

Investment performance is clearly more important for a money purchase scheme than for one operating on a final salary basis because of the direct link between investments and the level of benefits received. But Mr Robert Baker, senior consultant at Mercer, believes the underlying investment objectives are very similar in many cases.

He says: "The objective of most money purchase schemes is likely to be to beat the median. The money purchase scheme has no liabilities to take account of. The investment policy of a final salary scheme should take account of liabilities, so you would expect the investment policy to differ. In practice both funds probably just want to beat the median."



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Sara Webb on the prospects for sterling bonds while (below)  
Tracy Corrigan looks at foreign bonds

## Flood of gilts issues likely

STERLING BONDS barely feature in the UK pension fund's portfolio these days: they have been crowded out by equities.

However, given the government's borrowing requirements in the next couple of years, a flood of gilts issues is expected. As a result, pension funds may well be tempted to increase their holdings in sterling fixed income bonds.

UK pension funds have run down their holdings in UK fixed interest investments in percentage terms over the last decade. In 1978, a typical pension fund had its assets split as follows, according to figures from Combined Actuarial Performance Services (Cape): 29 per cent in UK fixed interest; 56 per cent in UK equities; 4 per cent in overseas assets; 7 per cent in sterling cash and 4 per cent in property.

At the end of 1990, a mere 4 per cent was invested in UK fixed income and 2 per cent in index-linked investments. UK equities accounted for 57 per

cent while the proportion held in overseas assets had risen to 27 per cent.

According to one manager, the main reason why pension funds ran down their sterling bond holdings, particularly over the last five years, was because of the equity market boom which tempted them to invest in foreign and UK equities at the expense of fixed income.

The government's privatisation programme also attracted equity investors, while the shortage of gilts as the Bank of England was buying back stock meant that the supply was reduced.

However, there was a very sharp turnaround last year in which bonds outperformed equities. Caps figures for 1990 show that the median return for pension funds was -10.5 per cent while the return on UK equities in their portfolios was -9.5 per cent, the return on UK fixed interest was +8 per cent.

Some fund managers believe this could encourage pension

funds to increase their holdings in bonds again, especially now that the government is borrowing in the market again.

In the Budget last March, the government forecast a public sector borrowing requirement for 1991-92 of £20bn. Many economists believe this is an underestimate and put the figure at closer to £12bn. The result is that the government has returned to issuing gilts: already there have been three mini-taps and more issues are expected in the next two years.

The question is: will pension funds buy them?

Midland Montagu, one of the leading market makers in gilts, reports an increased interest by pension funds, though this is yet to materialise in substantial purchases.

However, some pension fund managers say they are reluctant to commit money to gilts at the moment. One manager points out that the attractions of sterling fixed income were more apparent at the start of the year than now: in his view,

corporate sterling bonds (non-gilt fixed income) look more attractive than gilt fixed income because they are relatively cheap. One reason for this is that in a recession, many investors are worried about the creditworthiness of corporate bonds - especially given the number of companies which have either collapsed or which are facing serious difficulties in servicing their debt.

Despite the Bank of England's plan to issue gilts again, not everyone is convinced that the new supply of gilts will be eagerly sought by pension funds.

For a start, fund managers consider the prospective real returns available from other European bond markets - particularly France and the Netherlands - as more attractive than from sterling bonds. Fund managers are optimistic about prospects for the global bond markets this year as interest rates in most of the main world economies are expected to fall.

Mr Lionel Hoare of Whittingdale, the fund management group, points out that with sterling's entry in the Exchange Rate Mechanism of the EMS, investors should see higher yields available in sterling without suffering from currency risk, and so cannot see the advantage of investing in foreign bonds over sterling bonds.

He thinks pension funds will have to increase their weightings in sterling bonds to match their assets with their liabilities. As the average age of the UK population is rising, pension funds may put their money into more secure investments such as fixed income.

## EUROPE

## Why prefunded is preferred

employers can receive tax relief on their contributions only if that to each individual is identifiable. As a result, very few schemes have registered.

In Belgium, a royal decree in May 1985 prohibited the future establishment of book reserve schemes, mainly due to concern over lack of employee protection in the event of bankruptcy.

The most commonly used financing methods in Belgium are group insurance contracts, self-administered funds (ASBLs) and deposit administration contracts. Insurance companies have slightly more freedom in their investments than pension funds but many of the larger companies choose to fund their pensions through ASBLs.

Austria, which in the past has relied heavily on book reserves, plans to achieve 50 per cent capitalisation of its book reserve schemes over the next 20 years. To encourage implementation of the process, employers receive favourable tax treatment. For example, if at least 1,000 employees are members of a pension fund and total contributions are limited to 10 per cent of total payroll, then employers' contributions will be fully tax-deductible.

Pension monies in Switzerland are now required by law to be deposited in a foundation and administered separately from the company. Restrictions on pension fund investment were lifted in 1989 so that 30 per cent of fund assets may now be invested in foreign shares (previously 10 per cent). As a result, it has been suggested that Switzerland's stock exchange could be dominated by pension fund money

nated by pension fund money by the year 2000.

The same is true of Sweden.

In the past the range of pension investments has been controlled by SPP, an insurance company regulated by the government, and the unions - "an unholy alliance," says Mr Clare of Euracs. "Imagine a situation in the UK where the employers had no say," he says. (The SPP

**Pension fund money could dominate stock exchanges**

also administers a book reserve scheme). There is talk of freeing restrictions on investment in equities and again it is believed that this could lead to the stock exchange being dominated by pension funds money.

Even the situation in France and Germany is changing. In France, while the modified pay-as-you-go scheme, repatriation, still provides the bulk of pension provision, according to Mr Jonathan Heller of Prudential Corporate Pensions, an increasing number of pension plans - both final salary and money purchase - are being financed on a prefunded basis.

Although nearly 70 per cent of German companies provide pensions on a book reserve basis, there are a few pension funds (*pensionskassen*), similar to those in the UK. Some are old: for example, that of the giant chemical company, Hoechst, dates from the 1880s and has 75,000 members.

But development of pension funds in Germany has been hindered by restrictions on

investment. Only 20 per cent of a fund may be invested in equities. Recent moves to increase this amount to 30 per cent were rejected by the government after lobbying by the BAV (the insurance regulatory board).

However, the ageing population, and perhaps more importantly, the costs of reunification are likely to lead to demands for employees to contribute to occupational schemes (they cannot contribute to book reserves) with a consequent demand for separate funding.

There are about 60 EC draft directives affecting pension schemes and benefit practice and these are currently going through at the rate of one a month.

In July last year a directive on the freedom of capital movements was followed by a keynote speech from Sir Leon Brittan, commissioner responsible for financial institutions and competition, which outlined three goals: that there should be full freedom to provide the services of managing pension funds; that there should be full freedom of cross-border investment and pension fund assets and that there should be full freedom of cross-border membership of pension funds.

With the experience that UK fund managers have of unrestricted investment, they should be well-placed to take advantage of any easing of restrictions in this regard.

A study carried out by consulting actuaries R Watson last year showed that the total assets of UK pension funds exceeded the sum total of all the rest of the EC members' pension funds put together. It is perhaps ironic that at the same time that other European countries are moving towards funded schemes, Britain with its earnings cap is placing some companies in the position of having to set up unfunded schemes for high-flying executives.

Connie Ellis

## The dollar's turnaround

TRADITIONALLY equity-oriented and domestically-minded UK fund managers are becoming more active in foreign bond markets, but their participation is still low compared with pension funds elsewhere in Europe.

Last year, concern about the effects of economic recession on equity performance persuaded more fund managers to invest in fixed income products. The strong performance of foreign bond markets, especially for sterling-based investors, in the first quarter of 1991 has increased their readiness to buy foreign bonds.

According to the WM Company's UK Pension Fund Service, the proportion of UK pension fund assets in the foreign bond market rose to 3 per cent in 1990 from 2 per cent in 1989. Yet only two-thirds of the funds surveyed held any foreign bonds at all, so funds with foreign bonds held around 7 per cent on average. But, even including fixed-rate gilts, straight bonds accounted for less than 10 per cent of pension funds' assets in total at the end of last year.

Nevertheless, the research showed \$2.9bn of fresh investment in foreign bonds last year, funded partly by an outflow of £1.5bn from the UK gilts market.

Figures for 1991 are not yet available, but some analysts estimate that the net shift will not be substantial, considering the dramatic effect of currency movements on bond returns since the end of last year. The recent strong performance of equity markets may well reverse some of the shift into fixed-income products prompted by the prospect of a long and deep recession.

"It is time that UK pension funds assessed what is the proper bond element in a portfolio and how to constitute it," says Mr Howard Flight, managing director of Guinness Flight Global Asset Management.

While most international bond fund managers see European currencies as one bloc, following sterling's entry into the Exchange Rate Mechanism, UK pension fund managers remain very domestically oriented by comparison.

The increase seen in pension funds' exposure to foreign bonds since the bull market for bonds started near the end of last year has come partly from cash, where many funds found a safe haven in the wake of Iraq's invasion of Kuwait last August. In addition, there was some movement out of equities, since the bonds perform better in recession than stocks, and also out of the gilts market.

Because of the strong performance of bond markets across the board during the first quarter, the most crucial decision for fund managers was on currency rather than the bond market. Though Spain and Italy provided the highest returns measured in local currency, according to the J.P. Morgan government bond index, the strengthening of the dollar had a dramatic effect on returns for UK-based funds. Consequently, the largest shift since the end of last year was from underweight to overweight positions in dollar securities, reflecting, in large part, the dollar's turnaround in the foreign exchange market.

There are two different approaches to investing in foreign bonds. One is to view currency and bond markets as two separate components. Fund managers who adopt this approach may take one position in a currency and a conflicting position in the bond market. Thus, some managers are now overweight in dollars in the foreign exchange market, but underweight in dollar bonds. The currency position may have been taken in the spot foreign exchange market and held on deposit. One fund manager says he has taken a position in French government bonds, a market which he expects to perform well, but has hedged exposure to the franc.

Other fund managers - in the UK perhaps the majority - take currency considerations into account when investing in foreign bonds, and do not hedge currency exposure to a significant degree.

Those who take a separate view on currencies are generally still overweight in the dollar and underweight in European currencies. Others have stepped back somewhat from the US bond market, which is now widely considered to be quite expensive. In Europe, high-yielding bond markets such as Italy remain in favour.

"The currency decision will become increasingly important, given the high degree of volatility of foreign exchange compared with bond markets," says Mr David Shaw, director of bonds and currency at Legal and General.

In sterling terms, Canadian government bonds posted returns of 16 1/2 per cent in the first quarter, according to Kemper Investment Management Company's Seventeen Markets Database of International Bond Markets.

New Zealand was the second best performer, returning 16 1/2 per cent. For fund managers who focus on the most liquid markets, the US market returned a handsome 12 1/2 per cent.

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## PENSION FUND INVESTMENT 6

Robert Thomson on the impact of the rapid ageing of Japan's population

## Performance is starting to matter

JAPAN'S PENSION funds have often been viewed by outsiders as designed more to lubricate the country's complex and cosy network of corporate relationships than to benefit the actual members of company funds.

That interpretation has not been discouraged by funds such as the Japan Securities Dealers' Employees Pension Fund, which announced that its money would be divided neatly among the fund management arms of securities companies and indicated that the shares would be maintained regardless of performance.

But there are hopes among foreign fund managers in Japan and among the more aggressive Japanese managers that the "silver wave" of the rapid ageing of the country's population, will force company funds and the Japanese government to put more emphasis on performance.

A second hope is that companies with new funds or funds that cover numerous companies within an industry will be less shackled by traditional corporate relationships and more open to using independent investment advisers, including foreigners.

The industry groupings, such as the Tokyo Electronics Sub-Contractors Association, could be more fertile territory, as they should dilute an indi-

vidual company's obligations to, for example, its bank, which may want pension funds to be handled by an affiliated trust bank.

Last financial year, Japan's legally-recognised corporate pension plans totalled about \$230bn, and nine foreign-affiliated trust banks were among the 38 trust banks and life insurance companies allowed to manage Japanese pensions. And, from last April, 133 investment advisers, 36 of them foreign, were given access to some of the new money flowing into the system.

The foreign companies would like greater access to pension funds, having calculated that they now manage only 0.3 per cent of the total, and they want an easing of the restrictions on fund employment. Principal secured assets must comprise at least 50 per cent of funds invested, domestic stocks up to 30 per cent, foreign currency denominated securities up to 30 per cent and real estate up to 20 per cent.

One foreign manager said that these restrictions "limit the ability of foreign companies to show their particular strengths". While foreign companies are unhappy about the pace of liberalisation, they are reluctant to be identified when criticising the all-powerful Finance Ministry.

Foreign companies hope that the government's own concern about the financial burden of expected demographic changes in Japan will provide a stimulant for further reforms of fund management. About 11 per cent of Japanese are now aged 65 or over, but the ratio is expected to jump to 16 per cent by 2000.

One change in the year to end-March was the sharply increased allotments by the state-run Pension Welfare Service Corporation to life insurance companies, which received 30.1 per cent more than in fiscal 1988, while the trust banks received only 13.7 per cent more. Trust banks must manage funds individually, while the life insurance companies have the advantage of being able to pool all incoming funds for management.

But Mr Tokuo Banba, assistant general manager of planning and co-ordination at Mitsubishi Trust and Banking Corporation, says that the importance of trust banks has not diminished, and that "yield is not everything". He emphasises that Japanese companies want stable fund management, and that high yields in the short term will not necessarily impress them.

According to Mr Brian Matthews, president of Jardine Fleming Investment Advisers, building long-term relation-

ships is particularly necessary in Japan. He says his firm has been helped by pension fund appointments from two government-related organisations and that these contracts are important because when other quasi-government funds look to make appointments, "our name will be on the list". He estimates that establishing a significant presence will take five years from the liberalisation last April, and is "surprised that we have had these successes so quickly".

Jardine Fleming Investment Advisers is 51 per cent owned by Jardine Fleming Investment Management and 49 per cent by Yasuda Trust and Banking. Mr Matthews says the idea is "to combine the asset management capabilities of the Fleming group with the domestic marketing capabilities of Yasuda". The venture, he says, has been a success.

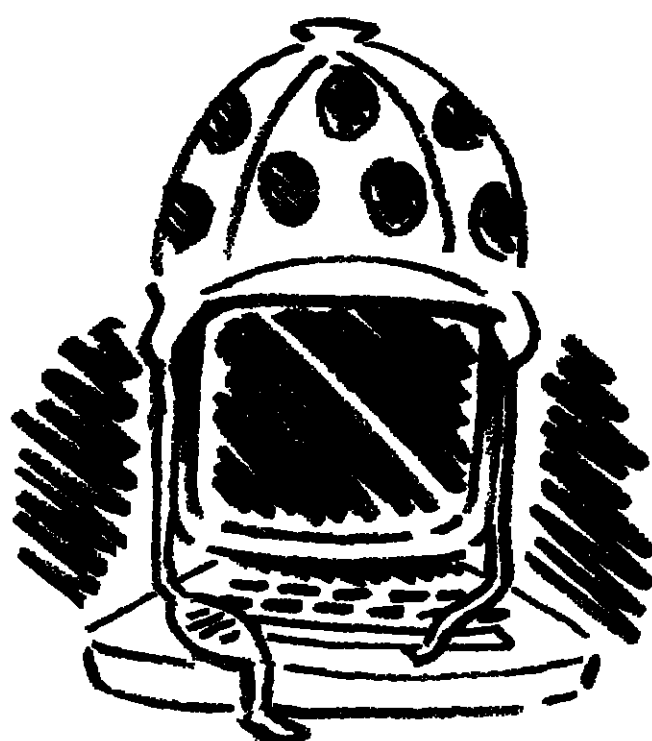
Mr Shoji Yamada, director of pension fund management at Yasuda Trust, reckons that the Japanese industry may be "15 to 20 years" behind the US, and admits that foreign companies have valuable expertise. "We have studied the western style

of fund management, and are interested in new skills."

Given the problems in Japanese financial markets in the past year and the realisation that stock prices can fall as well as rise, Japanese managers have become more wary about the deployment of funds. They have been noticeably absent from the Tokyo stock market in recent months, and have warned companies that uncertainty over stock prices has made dividends all the more important.

Mr Shigeo Araki, investment planning manager at Dai-ichi Mutual Life, says that his company's hidden stock profits fell by half last year, and "we are telling companies that they must increase dividend payments if they want us to buy."

If performance is becoming more important in Japan, the question remains as to how the government intends to measure that performance. The Finance Ministry has hinted that private firms could be allowed to establish a performance scale of sorts, but there has been no formal indication as to when such a system will be introduced.



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## MANAGERS' CHARGES

## Why dirty fees are hard to rub out

IT WAS a bad year for investment managers. As stock markets (and the value of most pension funds) fell in 1990, managers' incomes, based on *ad valorem* charges, faced a similar decline. Few tried to sustain their income by increasing charges - and fewer still succeeded.

Any sympathy should be stifled quickly, though: managers still make extensive use of implicit, or "dirty", fees to boost their income, and some last year appear to have been able to use these to support their earnings.

"Dirty" fees come in three main forms: charges for in-house unit trusts, levies to meet the higher costs of overseas transactions and soft commissions.

The growing use of in-house unit trusts has been the most obvious contributor to investment managers' revenues. True, a greater proportion of pension fund assets may be dedicated to specialist areas like overseas equities or bonds, and true, these investments may be better handled on a pooled basis. But does this justify an annual charge of, say, 1 per cent, rather than the 0.2 per cent typically paid for balanced funds or 0.5 per cent for funds actively managed by a specialist?

As Mr Tim Gardener, head of asset planning at Mercer Fraser, says: "I can see the reason for using unit trusts, but not for the extra charges implicit in them. I fail to see why unit trusts need to charge more." Whatever the justification, the use of unit trusts is becoming far more common.

The second type of "dirty" fee - transaction fees for overseas bargains - is more easily justified, given the higher costs of settling such a transaction. However, there are signs that

here, too, managers may use implicit charges to enhance their own income.

There are different ways of levying these overseas transaction charges. Many managers impose a flat charge per bargain (say, \$50). But the method is imprecise, and is not usually matched to a precise analysis of costs. "Most managers levy more than it costs them," says Mr Gardener. "They use these charges as a source of income."

The third type of dirty fee, the use of soft commissions, was sanctioned recently by the Securities and Investments Board - although the SIB said it would keep a close eye on fund managers' behaviour and may yet ban the practice (which involves brokers paying for services for fund managers, such as the provision of computer terminals or information services, in return for a set amount of commission-bearing business each year).

"In the long run, this area will be revisited by the regulators," says Mr Malcolm Kemp, a partner at Bacon & Woodrow. "It still has an air of artificiality about it."

The SIB has insisted on minimum levels of disclosure of soft commission arrangements, so trustees should at least be able to see what is going on. But simple disclosure gives no idea of the pressures under which fund managers operate, and which may lead them sometimes not to put their own clients' interests first.

Implicit fees like these are estimated to add as much as 0.5 of a percentage point to the costs of pension fund management compared with the typical 0.2 per cent "clean" fee. Why do plan sponsors continue to put up with the practice?

In part, because it makes their own lives easier, says Mr Gardener. Dirty fees, he explains, are levied on the assets in a fund rather than a plan sponsor. By insisting on clean fees, a sponsor is shifting the direct costs onto himself, and to recover this may reduce contributions into the fund, a route often fraught with political difficulty.

The abandoning of dirty fees, long predicted, may be taking a long time coming. Nevertheless, experts report that charging practice is still turning - albeit slowly - against such habits.

Meanwhile, fund managers' incomes are benefiting from the second general trend in investment management charges: the gradual replacement of balanced fund management with index and active fund management. For the fund which splits itself

between the specialists, aggregate charges are generally higher than for the one that remains with the balanced fund manager (though this should be outweighed by the greater ability to control a fund's performance).

Funds tied to an index frequently find their way into an in-house unit trust. It is cheaper and easier for the manager to index one pool of money, say, £1m to an index, rather than five pools of £200,000. However, the result may be higher charges.

Active managers, meanwhile, have largely moved over to the use of performance fees, to the extent that is now thought to be the exception to find an active manager charging a simple flat fee.

For this and other reasons, suggests Mr Kemp, overall costs of pension fund investment have crept up slightly over the past year - though nowhere near enough to compensate managers for the loss of income from the stock market slump. Many managers cling to the belief that fee scales are set to rise; but then, as Mr Kemp says, "many thought that a year ago."

Richard Waters

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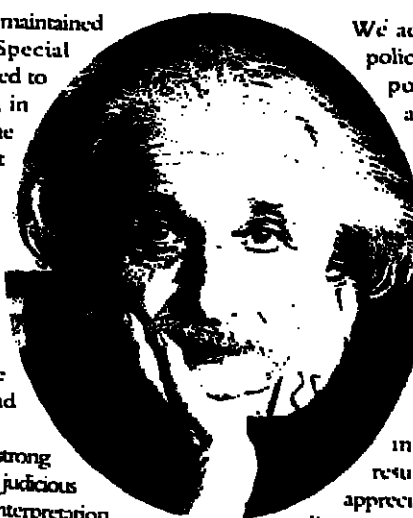
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Roger Urwin considers the impact of asset liability modelling

## Professional controversy remains

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There is nothing new in the principle that pension fund investments should be selected having regard to the liabilities. However, the emergence of asset liability modelling has enabled this axiom to be quantified, so setting in motion a new debate of vital importance for pension fund health.

The average pension fund during the 1980s increased its equity exposure from about 60 per cent to closer to 80 per cent. However, this shift has come in for particularly close scrutiny from many quarters. Some suggest that the growing maturity of pension funds argues for reducing equities and increasing bonds. Pan-European comparisons make the British pension fund distribution stand out as extremely aggressive. On the other hand, many still argue that pension funds should be prepared to commit all their assets to equities, given their long-time horizons.

Debates on these issues have been difficult without a clear framework. Until recently, discussions were wholly subjective and firm conclusions were hard to draw. Asset liability modelling has now emerged as a credible, if somewhat controversial, framework to address

these questions. Most asset liability modelling work has been carried out by pension fund actuaries. According to the Greenwich Associates 1990 Survey, 30 per cent of funds now use an actuary or consultant to help in

### The actuary has appeared to encroach on the territory of investment managers

their asset allocation policy. This is a proportion that has grown rapidly from a very low base. By starting to give advice on investment policy, the actuary has appeared to encroach on the territory of investment managers. This redrawing of the demarcation lines has created tensions.

In the 1988 FT Pension Fund Investment Survey, about the time when asset liability mod-

elling was starting to be debated in earnest, Barry Riley wrote of these professional tensions, suggesting that "irritation will turn to resentment if actuaries attempt to strip the asset allocation responsibility from balanced managers." In practice, the involvement of actuaries since then has been confined to setting long-term asset allocation over a horizon of 10 years and longer, leaving balanced managers to get on with the job as before (stock selection and short-term asset allocation), albeit relative to a new benchmark.

Over this recent period, the separation of long-term policy decisions from short-term tactical decisions has become better understood and is now widely used. As a result of these developments, the managers' irritation has not, as yet, turned to resentment. The majority of managers have welcomed the clearer objectives

that have been derived from this work.

The other area of controversy relates to scepticism with the process itself. Asset liability modelling systems are complicated but the principles of their application are straightforward. Modelling involves making projections as to the future financial position of a particular pension fund. The calculations reveal the likely funding position of the scheme (the value of assets in relation to accrued liabilities) and the contribution rate at some future date five years, 10 years or further out. These modelling systems compare the most likely position with the extremes in terms of the worst case expectations and the best case expectations. The latter information is used to gauge the uncertainties implicit in any scenario and therefore the risks the employers and trustees actually face. For example,

a projection might show that the current investment policy is most likely to lead to no change in the contribution rate in 10 years' time, but the worst case possible would involve a much higher rate applying. Such information would be used to decide whether the current policy should be changed.

Modelling results are used in two respects. First, they illustrate the implications of adopting any particular investment policy. Secondly, they identify superior investment policies that improve the chances of a scheme achieving its particular objectives. Proponents would certainly claim that the process allows higher returns to emerge without a corresponding increase in risk.

While the process has improved and matured over the years, professional controversy still remains. Like most long-range modelling processes, there is considerable

scope to question the interpretation of results. The principal difficulty lies in setting the assumptions about future market returns with sufficient precision to obtain robust answers. In practice, assumptions cannot be set with great precision so the results of the process need to be interpreted with care. There are those who believe this difficulty is sufficient to invalidate the whole process.

Early models were essentially backward-looking and built largely on the premise that history would repeat itself. Lately, more forward-looking models have emerged which rely partly on historical evidence and partly on more traditional economic judgments. These appear more credible and answer some of the criticisms. Most converts to modelling tend to believe in the philosophy that "models are to be used and not

believed" and study the results to provide a disciplined quantitative framework for qualitative discussions on investment policies.

Perhaps the most important benefit stems from modelling is that funds can become more

### Some question if the days of performance "league tables" are numbered

individualistic using this framework and can fully reflect their own characteristics and ambitions. For example, fast-growing schemes with limited numbers of pensioners can be easily differentiated from declining mature schemes. This means that in practice, the policies that emerge from modelling studies are certainly not identical from one scheme to the next.

This begs a number of practical questions about how performance will be measured in future. Some have questioned whether or not the days of performance "league tables" are numbered if individual objectives start to predominate. This would appear to be very unlikely. The performance league table has fulfilled a very important role for most trustees and is unlikely to be replaced. In trying to anticipate the changing mood of the industry, performance measurers are now hard at work creating a new style of reporting in which sub-groups of funds can be properly compared in a "peer group" league table.

What of the future? Further refinement of asset liability modelling will inevitably occur with both actuaries and investment managers taking active roles. At present, asset liability modelling is carried out by a small minority of funds (albeit influential ones), no more than 100 in total. The way seems clear for it to become a major practice as natural as performance measurement has become.

The writer heads the specialist investment practice at R Watson & Sons, consulting actuaries.

## DERIVATIVE MARKETS

## A sea change for futures and options

ONE OF the more interesting developments in recent years in pension fund investment has been the increasing use of the equity derivative markets. Until the late 1980s, futures and options were something that cautious pension fund trustees avoided. The possibility of having a substantial part of one's portfolio wiped out by what was viewed as extremely risky and speculative products meant that most pension funds gave derivatives a wide berth.

The prospect of unlimited losses filled trustees with horror. The spectacular losses in some of the commodity futures traders confirmed their suspicions. The Federal Bureau of Investigation's probe into the Chicago futures market also created worries among the larger institutions that they would be fished by unscrupulous floor traders.

The expense of introducing new computer systems which track the performance of futures and options and the sheer technical difficulty of understanding some of the derivative markets - particularly options - has been a deterrent. Finally, the inability of equity futures markets to operate smoothly during the stock market crash of 1987 led to a disillusionment among

some fund managers, who were unable to use the markets to hedge against their holdings of shares.

But there was one other important reason why pension funds avoided futures and options. Until last year, futures transactions - those made to hedge a portfolio -

### More favourably treated than the underlying securities

were liable for capital gains tax. Others - which were classed as trading - were liable for corporation tax.

All that changed in the 1990 budget, when Mr John Major, then chancellor of the exchequer, bowed to years of lobbying and exempted pension funds and authorised unit trusts from tax on trading income from futures and options. The Finance Act of July 1990 cleared the way for traded options and futures to

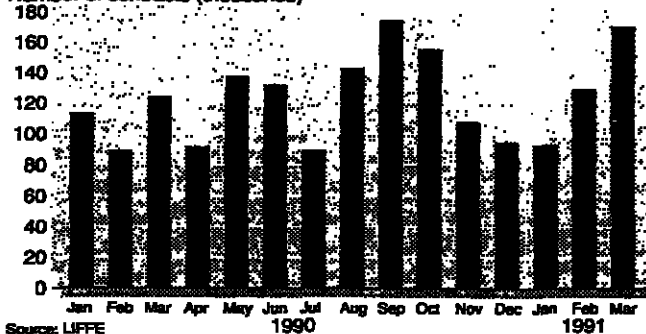
enjoy a more favourable tax treatment than that of their underlying securities. Now, gains from futures and options are treated as capital rather than income.

These important regulatory changes have been the catalyst for a major sea change in pension funds' use of futures and options. "These changes had a big impact in making trustees feel more comfortable about the use of derivatives," says Mr Andrew MacLaren of Phillips & Drew Fund Management. "Before it was a bit of a grey area and that was enough to deter some funds from those markets."

One clear reflection of the changes has been the increased turnover of FT-SE 100 index futures on the London International Financial Futures Exchange. It rose by more than 40 per cent in 1990. According to Mr Nick Wehrh, deputy market secretary at Liffe, the tax changes showed that the government believed futures and options

### LIFFE FT-SE 100 Index futures

Number of contracts (thousands)



Source: LIFFE

were important. "Now there is much more awareness from trustees who are giving approval to fund managers but also learning how they work."

Liffe has organised three workshops over the last six months for trustees on the use of futures. Mr Wehrh says the interest has been "staggering." Fifty to 60 people have attended each workshop and

with a further one planned next month, over 200 trustees will have attended in total - which represents a significant slice of the trustee community.

While it is true that trustees who attend Liffe's workshops must already have an interest in derivatives, the questions being asked give an interesting indication of the level of awareness among trustees -

and the results are surprising. Rather than asking basic questions about how the markets work, trustees tended to be interested in administrative and logistical problems. How are futures and options accounted for and how are they valued, are the sorts of points raised, says Mr Wehrh. Understanding how to manage the additional paper flow, and the measurement of performance of futures are other common questions.

Actuaries and fund managers agree that returns are enhanced only marginally by the use of futures. The real benefit comes when a fund is seeking to alter its exposure to different countries. As Mr MacLaren explains: "The historical industry practice has been to change asset allocation by buying holdings in individual shares, whereas as now the trend is towards using futures as a direct means of asset allocation, which is quicker and more flexible. The futures positions can be unwound as

attractive individual holdings are built up if desired."

The changes that have taken place are reflected in a recent survey by KPMG Management Consulting of leading pension funds. Seven out of the 10 it surveyed expected to increase their use of futures and options over the next year.

### Trustees suspicious about "something for nothing"

Meanwhile, eight out of 10 use derivatives for asset allocation trades and only seven out of 10 use them for hedging purposes.

However, while there has been an increased use of derivatives by pension funds the changes have been gradual. Practitioners say there has been no "big bang". So far only a minority of funds uses futures. While most of the larger funds are using derivatives, of these only a handful

have a majority of their funds using derivatives.

The hesitancy of trustees has still not been totally overcome. As one fund manager says: "Derivatives still have something of a bad name and trustees are suspicious about getting something for nothing."

The hesitancy is not just on the part of the trustees. While some of the larger pension fund management groups have encouraged clients to make use of derivative markets, if an individual fund manager has a long-standing relationship with a particular fund and does not want to use derivatives, such a change is unlikely to be forced on him or her by the group.

There are still difficulties in devising systems which can monitor the investments and also clear and settle trades. Several derivatives still have considerable problems in this area. Finally, the changes so far have benefited futures. Options are still not widely used by funds. The difficulties in valuing a widely diversified options portfolio has discouraged some funds, while others lack the expertise to explain its uses to trustees.

Jim McCallum

Norwich Union Fund Managers Limited

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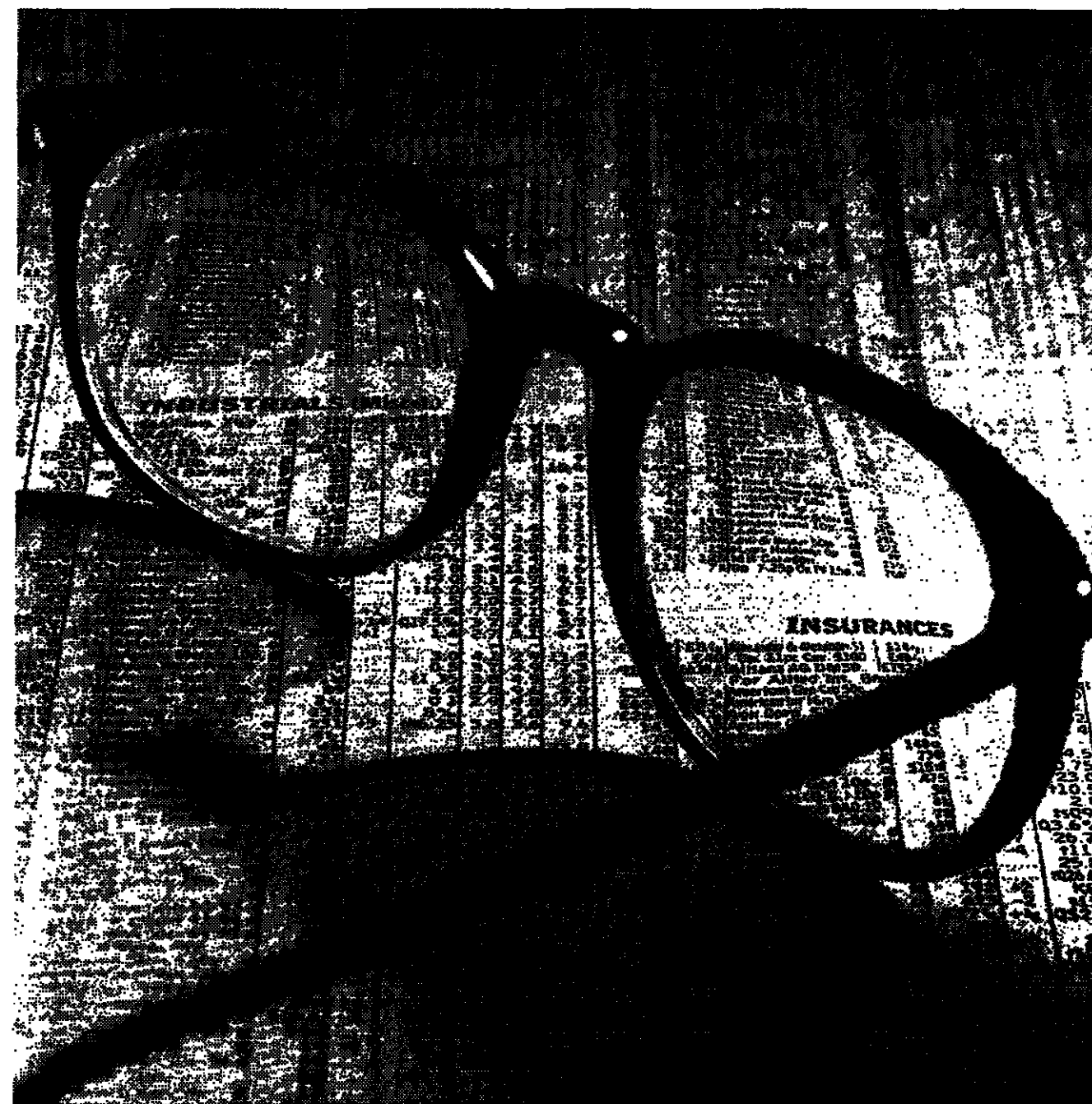
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## PENSION FUND INVESTMENT 8

## PROPERTY INDUSTRY

## Why the institutions are reluctant

PENSION FUNDS rescued the property industry from the crash of the early 1970s. But this time round, they are being viewed more as scapegoats than potential saviours.

The evaporation of institutional demand for property, however justified, has been a source of dismay for the overbuilt and often overleveraged property industry.

"The British property industry has to some extent been abandoned by its traditional investor base, namely the institutions," said Sir Nigel Mobbs, chairman of Slough Estates, at a recent dinner for the British Council for Offices.

From the viewpoint of the property industry, it seemed as though the funds have been looking for any excuse to limit their investments (with a few notable exceptions, particularly among Scottish funds). In the early 1980s, they were deterred from property investment by the strong performance of equities.

After the equity market crashed in 1987, funds were unwilling to invest in property because the proportion of property had already risen in their shrunken portfolios.

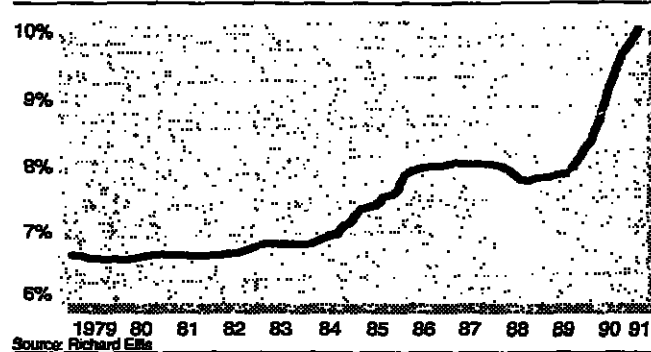
Property's share of pension fund portfolios fell from 20 per cent at the start of the 1980s to 8 per cent today, according to Richard Ellis, chartered surveyor. The pension funds cash flow into property has been falling from £50m in 1985

**The meagre inflow is not enough to mop up developments coming onto the market**

to an outflow of £118m in the nine months to September 1990, according to Debenham Tewson Research.

The meagre inflow of pension fund cash going to property is nowhere near enough to mop up the new developments coming onto the market - particularly as some of the most prominent investors such as Friends Provident, Norwich Union and the Prudential have their own development programmes to mop up cash flow.

## All property average yield



Source: Department of Trade

Some estimate that it will take 15 years for the institutions to absorb the speculative property financed by the £40bn of debt outstanding to the property industry.

If this overhang of property was not a sufficient deterrent to investment, property's traditional virtues of stability and counter-cyclicity have been denied by the current downturn, when its volatility and timing have matched the equity market. "Historically... property could be regarded as stable, and to some extent counter-cyclical but this seems no longer to be the case," says Sir Brian Corby, the Prudential's chief executive.

Some funds, such as the Norwich Union, have also been influenced by historical performance figures. Looking at statistics going back to the last century, it reckons that equities have performed better than property.

The issue is not, however, cut and dried. Property, like UK equities, has been the best-performing asset class for four years since 1973. Property has performed better than UK

equities over the short term, although worse over the medium term of five to 15 years.

The pension funds' attitude towards property is partly a result of changes in their circumstances since the early 1970s, when they were looking for a hedge against inflation and, in addition, they were underweight in property after a period of rapid growth.

Their policy towards property has also been affected by the shift in the nature of pension funds. The large funds which have traditionally been big investors in property have had to make earlier-than-anticipated payouts as a result of workers taking early retirement.

This has sometimes led to a shorter-term perspective, which has discouraged investment in a relatively illiquid medium like property.

At the same time, market share has been won by smaller funds, which are less likely to invest in property because of high management costs and the difficulties of creating a sufficiently diversified portfolio.

But perhaps the most important change for the pension funds' property holdings was the trends made by overseas equities, following the abolition of exchange controls.

"Property was in the 1980s and 1970s the 'third asset' in institutional portfolios, providing long-term security, and inflation hedging to complement holdings in equities and gilts... Deregulation has introduced overseas investment, principally in equities as a contender for third place," argues the Investment Property Databank, a research body.

These factors have contributed to an unprecedented rise in yields, the yardstick which measures the risks and prospects attached to an investment. After a slow increase for most of the 1980s, yields shot up from 7.7 per cent in December 1988 to 9.6 per cent today, according to the Investment Property Databank, a research body.

Many investors and their advisers now believe that yields have moved out sufficiently to take account of bearish factors, although the recovery is expected to be slow because of the amount of property overhanging the market and pressure on rents. Some of the Scottish funds, which have maintained an interest in property during the slump, are particularly prominent.

"I would like to think that

**Market share has been won by smaller funds, less likely to invest in property**

yields have gone as far as they will go, particularly looking at retail warehousing which at yields of 12 per cent is basically self-financing.

"With a sensible tenant and a good location, there is only upside to come," says Mr Mike Perkins, a director of Commercial Union.

These arguments will not sway every institution. For instance, Norwich Union, one of the most prominent institutional investors in property, has decided to bring

the proportion of property in its portfolio down to the average in its industry.

However, anecdotal evidence suggests that there has been an increase in allocations to property - and not just because the recent outperformance of equities has left funds underweight in property.

"We have seen in the last three months a significant increase of buying requirements from the pension funds and insurance companies and estimate that it has virtually doubled since the start of the year," says Mr Robert Farnes, investment partner of Hillier Parker.

The problem is that, despite the quantity of property overhanging the market, there is not much available that the institutions want to buy. Partly, this is a matter of size - most new office projects

**Banks have delayed putting companies into receivership until the market improves**

and shopping centres are too large for all but a handful of pension funds. It is also because little good quality property is coming onto the market at these yields. Even banks have delayed putting companies into receivership until the market improves.

"Leaving aside obvious areas of over-supply such as central London offices, the availability of income producing stock of suitable value size, securely let to stable tenants, is likely to remain restricted," says Mr Andrew Hearn, a partner at Richard Ellis.

He cites, as examples, industrial and shop units where many pension funds have relatively low weightings and there are very few forced sellers.

That leaves a "black hole" of property where sellers' aspirations and buyers' requirements are fundamentally mismatched.

Even if institutions do start to buy more real estate, the property industry may have to find the bulk of its funds elsewhere.

Vanessa Houlder

## PERFORMANCE MEASUREMENT

## For a few dollars more

WHEN MR Maurice Stonecroft of the British Rail pension fund was commissioned more than a year ago by the National Association of Pension Funds' Investment Committee to head an independent inquiry into performance measurement, it was at a time of intense controversy over so-called "short-termism" by City fund managers.

There had been a series of hostile takeover bids for British companies. Industrialists were quick to allege that fund managers were too ready to accept a few pence more per share from a takeover bidder rather than back existing managers. Moreover, they wanted ever-higher dividends, regardless of the year-by-year fortunes of companies. A lot of captains of industry were eager to suggest that the quarterly performance measurement to which British pension funds are typically subjected was a prime source of short-termism.

In the event, when the Stonecroft Committee reported in January this year it became evident that (as in previous inquiries) such prejudices had failed to stand up to detailed scrutiny. Performance measurement emerged primarily as a technical matter rather than a key controversial theme of industrial politics.

Nevertheless, the committee made several important points. First, the background. Two performance measurement services are dominant in the UK pension fund business. The bigger is that of the World Markets Company, originally a soft commission service of Edinburgh stockbrokers Wood Mackenzie, but now owned by the US financial giant Bankers Trust.

In 1990 WM, still based in Edinburgh, analysed 2,464 pension fund portfolios in the UK, and more than 2,000 were regarded as suitable for inclusion in the aggregate data relating to WM's "universe" of funds. At the end of 1990 these WM-measured funds were valued at £208bn, representing, according to WM, some 77 per cent of the UK pension fund industry (which by implication was worth about £270bn at market value on that date).

The second company is Combined Actuarial Performance Services (Cape), which was formed some years ago out of

the separate measurement operations of the actuarial firms Bacon & Woodrow, R Watson and Mercer Fraser, and was later enlarged by the incorporation of the Noble Lowndes service.

During 1990 Cape measured 1,495 UK pension funds in its Trustee Service, worth £127bn. Though the Cape service is smaller, its results are in some ways more representative of the watered-down managed company pension funds.

The WM Pension Fund Service, for its part, includes more of the giant £1bn-plus public sector schemes which in certain respects have different characteristics, with much higher investments in directly-owned property, for instance. At the end of last year the typical Cape fund held only 2.3 per cent of its assets in property, but the corresponding WM figure was some 3 per cent.

Nevertheless, the overall investment performance indicated by the two services was almost identical in 1990: minus 10.6 per cent for WM and minus 10.5 per cent for Cape. Over 10 years WM shows an average annual return of 15.1 per cent, Cape of 15.4 per cent.

In addition there continue to be one or two independent performance services run by consultants such as Godwin and Wyatt, although these are confined to fairly specialist roles.

There are good technical reasons for measuring performance frequently - at least quarterly - to achieve accuracy in the rate of return calculations. But nobody suggests that fund managers should be assessed on such a short-term basis (let alone on the monthly basis on which US funds are often measured nowadays).

The Stonecroft Committee was concerned that fund managers should not be held to account more frequently than once a year, and that trustees should fully understand the meaning of the performance numbers, ideally with the help of an annual briefing by the measurers.

It was also convinced that greater effort was needed to relate performance measurement to the individual benchmarks or objectives which, more and more, are being laid down for particular pension funds. The broad "league table" approach, relating to

median-beating objectives or top quartile targets, though still popular, is being rendered increasingly obsolete by the diversity of benchmarks.

According to Mr Stonecroft: "It is up to the funds themselves to seek to be measured against like funds." One result may be an increasing segmentation of the performance measurement process. "We don't think that the median is going to go out of vogue," says Mr John Clapp, chief executive of Cape, "but there may be a proliferation of medians."

Aside from short-termism, the most controversial aspect of pension fund performance measurement is probably the use (or rather, misuse) of performance data by the fund managers themselves. The ability to outperform over periods of three to five years has become absolutely fundamental to the success of fund management companies in winning new business (even though statistical evidence suggests there is little connection between past and future performance). There is in consequence tremendous pressure on managers to manipulate the data for marketing purposes.

Thus the Stonecroft Committee commented critically on a survey which indicated that two-thirds of managers claimed to beat the median. It called for an industry committee to be set up to establish standards for performance statistics in advertising and marketing by investment managers.

The sort of manipulation which goes on is that managers leave out of their records the funds from which they have been sacked (these tend, of course, to be the bad performers), and they may leave in or out, on a subjective basis, according to whether it suits them or not, funds on which there is a restricted brief. Also, they may advertise performance over odd periods, thus contriving to minimise the impact of particular bad years.

A new committee is now being formed, through the NAPF and the fund managers' trade body, the Institutional Fund Managers' Association, to establish a code of conduct and thus clean up one of the murkier corners of the performance measurement business.

Barry Riley

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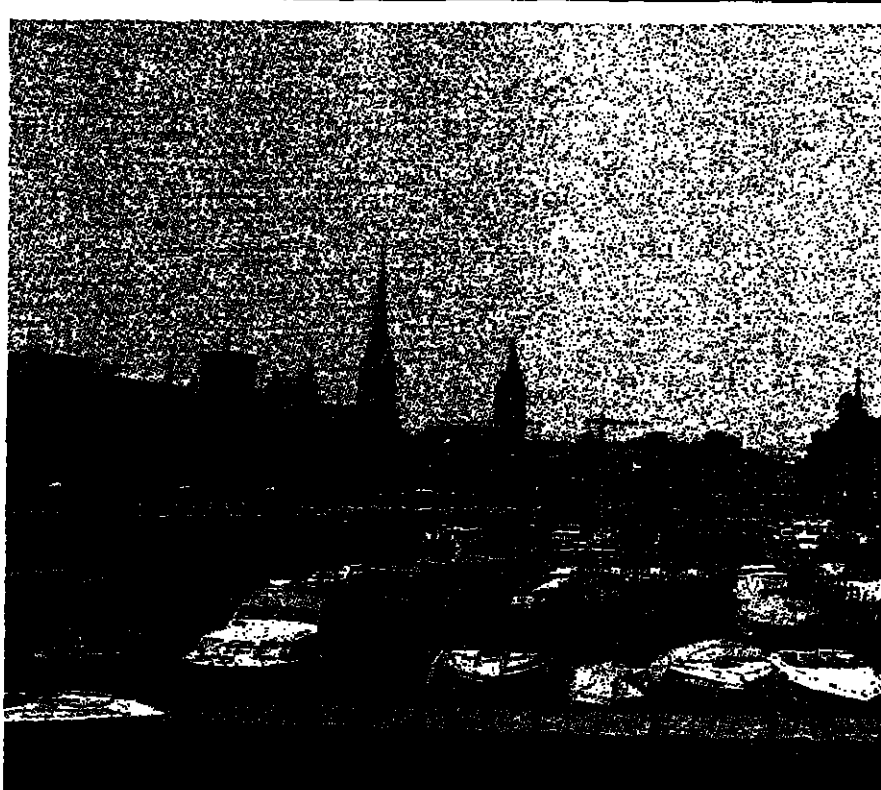
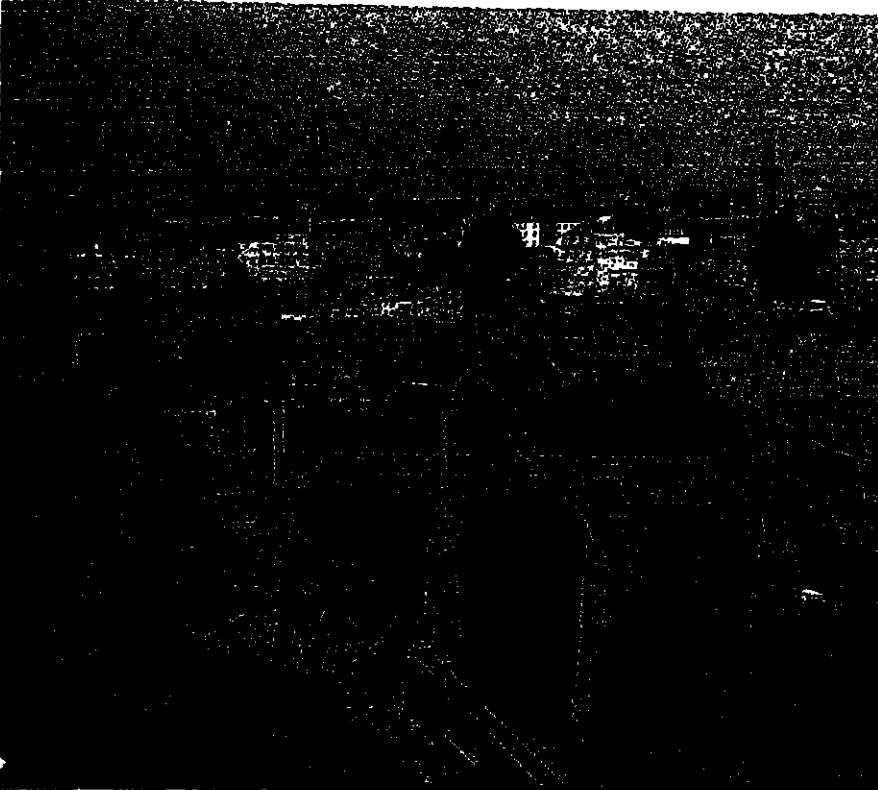
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# EUROPEAN FINANCE AND INVESTMENT

# Offshore Centres



## Prospering at the fringe

There is plenty of competition among Europe's smaller states to act as a magnet for tax and regulatory-shy clients, says Philip Coggan

SMALL can be beautiful in the world of finance. Wherever there are differential rates of tax, and different approaches to regulation, businesses will flock to those areas with the lowest tax and the most flexible regulatory regimes. And there is plenty of competition among Europe's smaller states to act as the magnet for tax and regulatory-shy businessmen.

The term "offshore financial centre" in fact covers a multitude of sins and a wide variety of areas and regulatory regimes.

Many places which have the characteristics of offshore centres, such as Switzerland and Liechtenstein, are in the heart of the continent. Most, if they are offshore of anything, are merely outside the regulatory confines of the European Community.

The existence of these centres creates a knotty problem for the EC. It wants to integrate financial services in the single market, without driving business into areas outside the community.

The internationalisation of business, which the EC has

helped to foster, has created the conditions for the offshore centres to flourish. Expatriate workers have good tax reasons for seeking havens which are outside their countries of origin and the states where they work. Yet the Community is hardly going to benefit from a single market, if the main result is for tax revenues to drain offshore.

The position of Luxembourg is another difficulty for the Brussels bureaucrats. Euro-market folklore speaks of the typical retail investor - the "Belgian dentist" - depositing his bearer Eurobonds in Luxembourg to avoid tax.

Whether or not the folklore has much basis in reality, Luxembourg has built up a vigorous financial services sector by becoming the EC's "on-site" offshore centre.

In principle, the creation of a true single market in financial services should eliminate Luxembourg's advantages, as tax and regulations would be the same across the Community. In practice, however, the reforms made so far have

reinforced Luxembourg's position.

The removal of restrictions on capital flows simply makes it easier for wealthy citizens to transfer their funds to an offshore centre. And differential rates of reform have also helped the smaller states.

A prime example is the directive on UCITS (Undertakings for Collective Investment in Transferable Securities). Designed as a means of encouraging a Europe-wide market in open-ended investment, it has sent fund management companies flocking to establish in Luxembourg which was one of the quickest countries to implement the directive.

Fidelity, for example, chose to use Luxembourg as the administrative base for its range of UCITS funds, which it sees as the base of its worldwide marketing efforts for the 1990s.

Perhaps the EC is subconsciously happy to see Luxembourg challenge Switzerland as the haven for the world's wealthy. The main effect of the mooted uniform EC with-

ing tax might simply be to drive business from Luxembourg to Switzerland or even further afield.

The Swiss have been faced with a series of challenges over the past few years as the US, in particular, has laid siege to the much-heralded tradition of Swiss banking secrecy.

The ramifications of the single European market may yet affect Swiss financial services business (although the impact could be positive) and the Swiss are facing competition from a host of other areas such as Gibraltar, Malta and Madeira. The impact of each individual centre might be small but the collective challenge is great.

For those aiming to flourish as offshore financial centres, the attractions are obvious. Financial services business brings revenues to the area, without the environmental side effects caused by other industries. Even a nominal tax charge on a large financial services sector can bring in substantial revenues to a small state.

Ireland which has a high domestic tax regime has attempted to attract international business by creating a low tax financial centre in Dublin. The centre has attracted 150 businesses and created 700 much-needed jobs. For those centres trying to attract international capital,

there are three main dangers. Those attracted to offshore centres are often trying to avoid or evade taxes and the clientele could easily include drug and other criminal barons.

Some centres have tried to respond to international fears. Luxembourg has agreed that it will not apply its banking secrecy laws where there is evidence of criminal activity; the Channel Islands have imposed drug-trafficking laws on the lines of those in force in the UK.

There is also the risk that a centre grabs so much business that it attracts the wrath of a more powerful neighbour. The Channel Islands have urged their financial companies not to market too heavily in the UK, for example, for fear of killing the goose that lays the golden eggs.

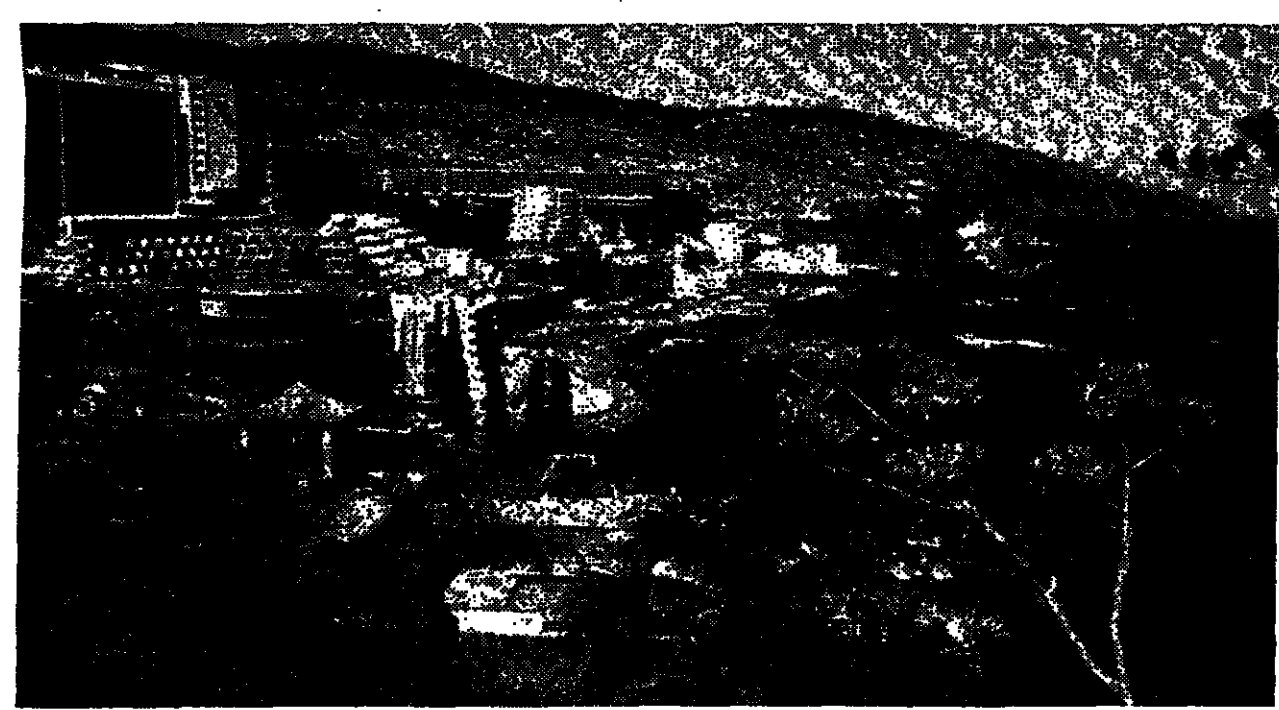
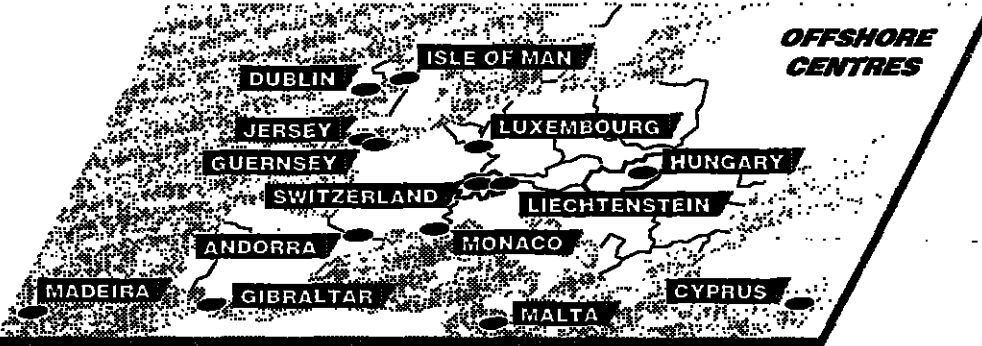
Another danger is that the wrong type of financial services group is attracted to the centre, and the inevitable scandal can then ruin the area's reputation. The Isle of Man and Gibraltar are both trying to live down the effects of 1980s financial group collapses.

Offshore centres are unlikely ever to be able to shed their slightly unsavoury air. After all, avoiding tax is always going to be one of the primary reasons for heading for an offshore centre, and confidentiality, another main attraction of such centres, is usually valued because the taxman is excluded from the confidences.

According to the UK tax lawyer, Mr Philip Newhouse of Taylor Joynson Garrett, cheapness is not an advantage of an offshore centre since "if you want to set up a company cheaply, the UK's the place".

Among Europe's leading offshore centres, pictured above, are Luxembourg, left; Switzerland, centre; and the Channel Islands.

But it would take a Utopian vision to imagine that regulators can make offshore centres disappear. If European authorities find a way of cracking down on their offshore centres, money will simply flow to havens off other continents. European offshore centres will continue to flourish for the foreseeable future.



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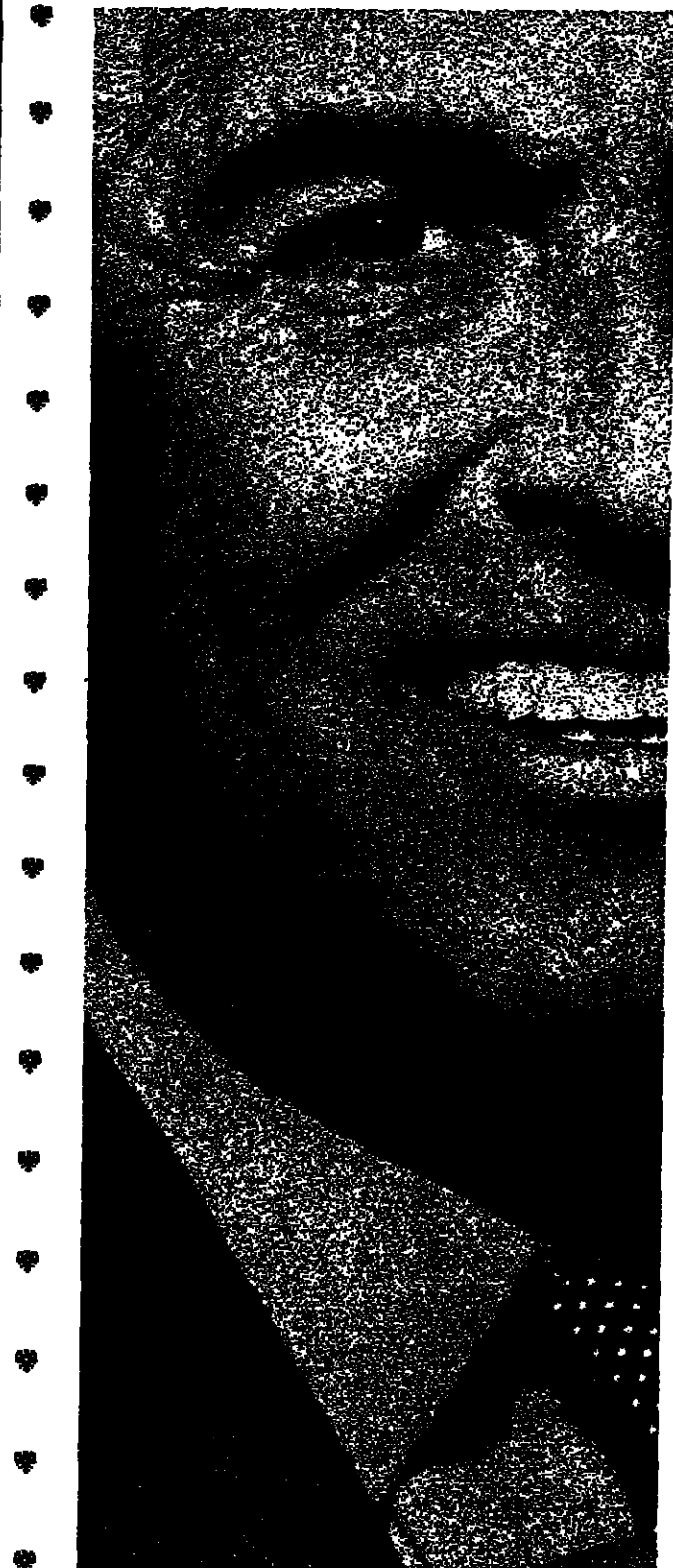
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## EUROPEAN FINANCE AND INVESTMENT

## OFFSHORE CENTRES 2

Zurich bankers have been reassured by the Gulf crisis, writes William Dullforce

## Confirmation of Swiss superiority

THE GULF crisis has brought Swiss bankers a reassuring confirmation of Switzerland's superiority in attracting offshore capital.

A year ago the bankers were worried about a slowdown in the growth of monies seeking management in Switzerland. Among the many reasons cited were the depreciation of the Swiss franc, the impression among foreign clients that Swiss bank secrecy was being eroded and, perhaps most important, tougher competition from other financial centres which had relaxed capital controls. Offshore Switzerland was losing its comparative advantages, it was said.

After the Iraqi invasion of Kuwait, late August funds flooded into Swiss banks from the Middle East. Arab bankers estimate that in a couple of weeks between \$10bn and \$15bn bolted from the Gulf to safer havens, the bulk finding its way into Switzerland.

Most went into short-term, money market placements in dollars, not into the managed portfolios of diversified assets which are the classic instruments of Swiss private bankers. But, at a time when Swiss banking is really in a period of transition and is having to change old habits, the knowledge that Switzerland was still the haven to which the wealthy turned in a crisis has been an important psychological stimulant.

It was all the more important because Swiss bankers

have been stressed over the past two years. Not only have they experienced sharper competition from other financial centres, they have also been obliged to adjust to new legislation against money laundering and have had to face the dismantling of long-standing cartel arrangements, which had previously underpinned their profits.

In addition, an element of uncertainty has been injected by the movement towards a single market for financial services within the European Community. EC action postulates the possibility that the Swiss will need to bring their practices, particularly in tax matters, into conformity but, until the 12 EC member-states agree among themselves, the Swiss can only speculate about the direction in which they may be pushed.

Nevertheless, in spite of the doubts that have been raised, Swiss primacy in managing the assets of the rich has yet to be seriously challenged. If an offshore centre is defined as a market for non-domestic money, then Switzerland continues to dominate the offshore business.

By virtue of the confidential-

ity of the business no reliable statistics exist. Among more recent estimates one from a real insider, Pictet & Cie, the biggest Swiss private bank, put the total of clients' assets under management in Swiss banks at roughly SF1,800bn (\$1,250bn). A Citibank study suggested that the Swiss controlled about half the international market for non-domestic money management; more modestly, Mr Jean Bonna, partner in Lombard, Odier, the second largest Swiss private bank, had earlier estimated the Swiss share at 40 per cent.

Swiss private banking tradition dates back more than two centuries but the mass of funds under management have accumulated over the past four decades. Switzerland's attraction has been a combination of bank secrecy, political and economic stability, a firm currency, strongly capitalised banks and conservative management. Some of these advantages have begun to appear less secure in recent years.

Most of the assets under management still belong to rich individuals but the proportion owned by institutions, such as pension funds, has

grown fast. Competition for the institutional business has become sharp; it has compelled the banks to invest heavily in computerised systems and has affected attitudes towards the private customer.

There has been a burgeoning of bank-managed funds, many of them domiciled outside Switzerland to avoid Swiss withholding tax. Clients whose assets are not large enough to warrant the construction and management of a personal portfolio are advised to use the funds. The limit varies, some banks suggesting that they need at least SF10m to construct a portfolio, while independent SF10m or even less. But the private bankers insist that the personal relationship

with their clients remains their crucial and studiously cultivated advantage.

Pictet put the value of clients' assets under management in the private banks at SF1,100bn at the end of 1989. By far the larger part of the estimated total, SF1,800bn, managed in Switzerland is with the three big banks, Union Bank of Switzerland, Swiss Bank Corporation and Credit Suisse. At the other end of the scale are several hundred independent investment counsellors or boutiques, advising clients on the placement of monies on deposit with the banks; the counsellors receive a management fee and the banks earn commissions on the transactions.

A little insight into the vol-

independent counsellors was given recently when the private bankers started to lift a corner of the secrecy surrounding their operations. Lombard, Odier, for instance, reported that some 6 per cent of the SF1,800bn-SF1,350bn in assets it controlled were managed by independent professionals.

Moreover, Lombard, Odier revealed that a surprising 45 per cent of the assets belonged to institutional investors and that it runs 43 funds designed to cover the widely varying needs of its private clients.

Two recent developments have, or are about to, influence the Swiss banks' relationship with their foreign clients. One is the abandonment under pressure from the Cartel Commission and the government of the

convention fixing brokerage fees. The other is the announcement expected soon from the Federal Banking Commission banning the so-called formula B.

Formula B is the document which authorises Swiss lawyers or fiduciary agents to place clients' monies with Swiss banks without divulging the identities of their clients. The Banking Commission considers this method of preserving the anonymity of customers is incompatible with the new law against money laundering which requires the banks to know the beneficial owner of monies placed with them.

The dismantling of the convention setting brokerage commissions has already led some

Swiss banks to start emphasising management fees rather than continuing to rely, as in the past, on their brokerage income. Banks' reactions have varied, there has so far been no sign of severe price-cutting by banks seeking to win market shares and it is still not clear to what extent investors can benefit from shopping around to find the bank offering the lowest charges.

An important signpost remains hidden over the hump of the EC's internal deliberations about its single market. It indicates the direction the Community will finally take in exchanging information about taxation between member states.

If Brussels plumps for a thorough-going system of tax controls, some bankers foresee a flood of money from EC countries moving into Switzerland, which could, in turn, prompt strong pressure from the Community for the Swiss to abandon their long-standing refusal to co-operate in tracking tax evaders.

## GIBRALTAR

## Political problems thwart ambitions

GIBRALTAR'S economic ambitions to become a significant player in the offshore banking business are indubitable. Just as apparent are the problems, which have nothing to do with finance, the British Crown Colony faces in its bid to achieve this ambition.

The current situation, which has everything to do with politics, amounts to a cruel paradox derived from the fact that Gibraltar is not geographically offshore at all but linked by a narrow isthmus to Spain. This would not necessarily matter were it not for the fact that Madrid claims sovereignty over the Rock and therefore does everything within its power to deny it a viable independent future.

The paradox is that while Gibraltar's officials and its banking and legal community make an excellent case for the Rock as an international finance centre, Madrid does its best to enforce isolation on the colony.

Telecommunications with Spain are appalling. Spanish custom officers create insuperable queues at the colony's frontier post with the mainland and Madrid's diplomatic manoeuvring in the EC has effectively reduced Gibraltar's regular air links with the outside world to trips to the United Kingdom.

Such pressure has by no means prevented Gibraltar's success in building up its economic muscle and its purposeful entry into the offshore business. Gibraltar had four banks at start of the 1980s, 11 midway through that decade and now has 30, 10 of which have offshore banking divisions. Total bank assets stood at around \$1bn three years ago and have now risen to more than \$2.5bn. Some 9,000 companies were registered on the Rock four years ago and there are now more than 42,000.

According to the Gibraltar government's calculations the Rock now has 2 per cent of the global offshore sector and the idea is to double this market quota in the near future. An international consultancy, hired by the Gibraltar government, is conducting an overall review of the policies required to place the Rock solidly on the offshore map.

The offshore niche that the Rock has in its sights is emphatically located in Europe. Gibraltar sees itself as a tax efficient base for business in the EC.

"The Cayman Islands, Bermuda, the Isle of Man, Jersey and the rest share with us a relationship with the UK and have been in the offshore business longer and more successfully than us," says Mr Joe Bassano, Gibraltar's chief minister. "But none of them is a member of the EC like we are and that is the special advantage we can offer."

To the extreme irritation of the Spanish government which views the Rock either as a Brit-

ish colony or as an integral part of Spain, but never an advantage, Gibraltar likes to say that Gibraltar is "de facto the 13th member of the Community". Exempted, by its membership terms, from the EC's fiscal system, Gibraltar has a special jurisdiction, comparable to the Channel Islands and the Isle of Man, that affords specific offshore possibilities.

Mr Michael Davidson, who runs Barclays Bank on the Rock, views Gibraltar's peculiar EC status as its main selling point: "We are one of the three offshore centres within Europe and we are able therefore to sell fund management products throughout the Community." Bankers in Jersey and Guernsey, in contrast, have to seek approval from the authorities in each member state before they can trade such products.

There are additional pluses for the colony. "There is more confidentiality in general banking services in Gibraltar than on the Isle of Man," says Mr Jose Navarro, who runs the Rock for Spain's premier bank, Banco Bilbao Vizcaya. "We can offer the same as Jersey but we can make it far more tailor-made."

Gibraltar sells itself as better equipped to deal with the EC and also as more receptive to the medium net worth individual. "In Jersey I was solely interested in people with \$20m," says one banker who

moved from the Channel Islands to the Rock. "Here, if someone arrives with \$1m, the red carpet is rolled out."

The attraction that Gibraltar has for the individual client is mirrored by the goodwill that the institution itself receives from a local government that is avidly encouraging the growth of the financial sector. "If a bank is going to create five jobs in Gibraltar then it is very important to us," says chief minister Bassano. "A small investment elsewhere represents a big one here."

The review of Gibraltar's future as an offshore centre will focus on the Rock's opportunities to offer fiscal breaks. "It would be unrealistic to believe that the EC will achieve total tax harmonisation," says Mr William Penman Brown, a former Guernsey banker who was recently appointed the colony's Financial Services Commissioner. "There will be little pockets like Luxembourg and ourselves who will be able to give (tax) advantages."

It is unfortunate in this respect that the Spanish government should be seeking to close off precisely the fiscal loopholes afforded by offshore centres such as the Rock. Draft legislation that aims to tax non-resident property owners in Spain will hurt Gibraltar far more than other offshore centres because as Mr Penman Brown puts it "Gibraltar has so many eggs in the Spanish basket". A high proportion of the Rock-based companies created in recent years were formed by wealthy foreigners seeking to avoid the Spanish taxman when buying their Costa homes.

In the meantime, Spanish hostility to Gibraltar's offshore pretensions effectively precludes the establishment on the Rock of meaningful corporate business. According to Mr J E Triay, one of the Rock's most respected and veteran lawyers, "the influence of Spain is too great; Gibraltar cannot become an offshore centre if Spain does not want it to."

Put quite bluntly the long-term future of the Rock as a solid offshore centre requires a radical change in its present political status in order to accommodate Madrid. Ideally, Gibraltar should be to Spain what the Channel Islands are to the UK. But Gibraltarians, virtually unanimously, reject such a future.

IRELAND is the nervous newcomer among offshore financial centres. In 1987 the government came out strongly in favour of the idea of an International Financial Services Centre (IFSC), to be based on the banks of the River Liffey in central Dublin.

In return for tax concessions and other incentives, companies were invited to base their treasury functions in Ireland, in the process creating thousands of much-needed jobs. The government successfully convinced the EC Commission that Ireland suffered because of its geographical isolation in Europe and needed special favours to lure "peripheral" companies. The IFSC, costing more than \$450m (\$703m), is now opening for business and the time of truth has come.

So far the outlook is good. A carefully co-ordinated marketing exercise has persuaded about 150 companies to set up operations in the IFSC. Of these, 90 are already open for business, employing more than 700 people.

The Irish economy has traditionally been dominated by the agricultural sector, but in the decades following the Second World War governments sought to develop an industrial base to combat rising unemployment levels. Generous tax concessions were offered to foreign manufacturers willing to invest in Ireland. The direct precedent for the IFSC was established in 1958, when new legislation granted 25-year tax exemptions to some trading operations based around Shannon airport in the south-west of the country. In 1981, a 10 per cent corporation tax covering the manufacturing sector was extended to

THE Isle of Man finance industry is very buoyant and, with plenty of space available for expansion, the island expects considerable growth in that sector over the next few years. The strict regulatory framework, built over the past eight years, is regarded by Manx-based institutions as helpful rather than onerous.

The industry and the Manx government are monitoring developments of the single European market, but more with a view to spotting potential for business rather than through fear of loss of business.

The Isle of Man, which has its own parliament, is not a full member of the UK, but as a crown dependency of the UK has a special relationship with it. It can export certain products, not financial, into the EC but is not eligible for grant aid.

Most island-based institutions have felt no need to be situated inside the EC. However, Clerical Medical and Target International have opened Luxembourg offices in addition to their bank space to comply with EC regulations that required fund administration to be *in situ*. Barclays Unicorn moved its operation from the island to consolidate all its offshore work in Luxembourg.

The island's financial industry and its attitude to business have changed considerably in the past decade. In the seventies and early eighties naivety and an urgent need for economic expansion left the island open to the ploys of dubious entrepreneurs and practitioners. But the much-publicised \$24m crash of the Savings and Investment Bank in 1982 deeply scarred the island. It forced

## IRELAND

## Nervous newcomer

service related activities. By the mid-80s it had been decided that Dublin could emulate the successful Shannon Free Zone - home now to a number of financial service companies though more famous for its leading role in the world-wide aircraft leasing business. A derelict docks site close to Dublin city centre was earmarked for a large renewal project.

The project's centrepiece would be the IFSC, a cluster of office blocks where international financial services companies could operate under a special tax regime. Apart from the 10 per cent corporation tax rate, the government offered incentives including a 10-year exemption from rates, double deduction of rent expenses for companies holding leases of 10 years or more, and write-offs of up to 100 per cent of new building costs for the first year.

Until last year the EC had restricted the concessionary tax rate period to 2000, and the end of 1990 had been set as the deadline for the approval of new projects. Following a meeting between Mr Albert Reynolds, the Irish minister for finance, and Sir Leon Brittan, vice-president of the EC Commission, the tax concession period was extended until 2005 and new projects could be approved up to the end of 1994.

While the EC Commission has shown

itself to be well disposed to the growth of the IFSC, some European tax authorities are discreetly letting it be known that they will not tolerate firms moving operations to Dublin merely as a means of tax avoidance. The Irish government has highlighted its exclusion of "brass plate" companies from the site. "We want to promote it as a tax haven," says Mr Reynolds.

Only genuine companies are being admitted - ones which employ identifiable staff and hold out the prospect of indirect contributions to the Irish economy through using local banking and professional services.

Generating employment remains one of the government's primary aims, and it has predicted that eventually up to 7,000 jobs may be provided by the Centre. The Industrial Development Authority, the state body which promotes inward investment, wants 5,000 jobs created at the centre by 1993.

As well as the tax concessions offered at the IFSC, its promoters also highlight Ireland's EC membership, proximity to London and low rents compared with other centres - though there have been complaints that there is a need for more supervision of the letting process. Much emphasis has been placed on the ready availability in Ireland of well-educated, English-speaking young people.

Kieran Cooke

## ISLE OF MAN

## Room for expansion

upon its legislators the realisation that there is much more to operating a finance sector than rudimentary checks.

Since the Financial Supervision Commission was instituted in 1983 it has doggedly pursued and addressed areas within the finance industry that left the island open to the side of the investor, but has remained sensitive to legitimate needs of the industry and production of legislation always involves lengthy consultation with members of the industry.

Mr Jim Noakes, director of the Finance Supervision Commission, said: "If we can establish the broad area of common interest between regulator and regulated in safeguarding the customer, it's easier to isolate the cowboys."

The banking sector continues to grow with two new institutions licensed in the past 12 months, bringing the total up to 60 including the building societies. Last year the commission announced it was opening the doors for managed banks, but sought only those with sound, internationally reputable parents. So far three have been set up.

Private banking is on the increase and in line with other jurisdiction most island-based banks have set up trust administration arms, using their international branch networks to build the client base. Barclays, Lloyds, Midland,

NatWest, Bank of Scotland and others offer specialised trust administration.

Insurance forms a large part of the Manx finance industry and big life assurance companies, such as Eagle Star, Royal Life and Safe Assurance of the Danish Trygg group, have centred their offshore businesses there.

The growth of captive insurance companies in the Isle of Man reflects the solid base of expertise available in this field. Last year the island secured 30 per cent of captives formed worldwide and to date 102 captives have been formed. These include such leading companies as Jaguar, British Gas and Midland Electricity Board.

Investor protection is high on the priorities with legislation for deposit and investor protection schemes passed this year. The schemes mirror those in the UK, with deposit protection of maximum 75 per cent of the first £20,000 covered and investor protection of maximum £48,000.

Trust and company formation and administration constitute a large proportion of the finance sector but many professionals see this area as the weak link in the chain of respectability and would like to see more control.

The three classes of company available are resident, tax-exempt and non-resident. Tax-exempt are managed from the island but carry on business else-

where and are limited to certain types of business. Non-resident are managed and do business elsewhere and the degree of anonymity this allows leaves their use open to abuse.

So far the authorities have refused to eliminate the non-resident company as an entity, in spite of this having been achieved in the Channel Islands.

Licensing of trust and company administration is being discussed as an option. Mr Mark Solly, a partner in the accountancy firm Moore Stephens and a former director of the Financial Supervision Commission, feels this may prove difficult. He says the key to cleaning up the act is to insist on accountability within the company by ensuring all companies have at least one Manx director.

"I believe there are too many difficulties to introduce a licensing system to make people responsible for companies they formed, and over which they subsequently have no control," he said.

While banks and reputable firms forming and administering trusts and companies carry out rigorous checks on potential clients, unfortunately there are still some practitioners who do not. Consequently the Manx fraud squad has more than a full-time job dealing with inquiries from law enforcement agencies abroad. The majority of these involve a Manx non-resident company.

But the authorities recognise this gap in the legislation and Mr Noakes says it is now their No 1 priority. Serious consultation on the issue is under way between the authorities and members of the industry.

Sue Stuart



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LUXEMBOURG

# Haven for tax-free gains

The Grand Duchy has traditionally appealed to French, Belgian, Dutch and German investors, says Sara Webb

AS AN offshore financial centre, Luxembourg has developed two important lines of business: private banking and collective investments in transferable securities. Luxembourg's bankers shudder if you refer to Switzerland in the same breath as the Grand Duchy itself. However, though members of Luxembourg's financial community dislike the suggestion that Luxembourg is a "down-market" alternative to Switzerland, there is no denying the fact that Swiss banks have long appealed to a wealthier class of investor - whether a Middle Eastern sheikh or an Asian dictator. Luxembourg has traditionally appealed to continental investors who wanted to keep their investments offshore and for whom Luxembourg's financial district was only a short train or car ride away. These investors tend to use the centre as a safe home for deposits and bearer bonds where their gains can accrue tax-free. Many are attracted by the fact that Luxembourg does not have a withholding tax on profits, unlike some of the rival offshore centres. Although drug-dealing and fraud are regarded as criminal activities in Luxembourg, tax evasion is not. Like the Swiss banks, those in Luxembourg do not see why they should act as policemen for the tax authorities, and this has undoubtedly contributed to its appeal for many years. Luxembourg originally developed as a centre specialising in currency investment: many of the investors from neighbouring countries are familiar with investing in a range of currencies and want advice on currency diversification: they want to know which particular currencies are offer-

ing the highest interest rates while keeping their exchange rate risk to a minimum. However, in recent years, many of the banks in Luxembourg have been expanding in the wider field of asset management. For the wealthy investor this may mean private portfolio management, but for those with less than about \$300,000 it usually means investing in pooled funds which in turn invest in real estate, bonds or equities, whether in Europe, the US or one of the emerging East Asian economies. The fact that Luxembourg is a member of the EC, unlike Switzerland, means that some doubt hangs over its future as a tax-evading centre. The main fear is that Luxembourg could be forced to share information about investors from other EC countries with the relevant tax authorities. However, even if Luxembourg's attraction in this field is diminished, it has already carved out a position as the centre for Uclts.

These are pooled, open-ended investments (similar to unit trusts) which allow small investors to invest in a range of shares or bonds. They can be marketed across the EC - in other words, a German or UK group is free to sell its products in France. Many of the large fund management groups, including such names as Fidelity, have set up their administrative offices in Luxembourg with the result that there are now several hundred funds based in the Grand Duchy. Luxembourg took the opportunity early on to attract fund management groups to market their funds in the EC from the Grand Duchy as it provides a centrally located base. Furthermore, with its favourable tax environment - no withholding tax on distributions and no income tax on the fund - it has proved a relatively cheap place from which to set up Uclts, even though in many cases the actual fund management is carried out in more sophisticated financial centres such as London or Tokyo.

Many banks in Luxembourg have been expanding into the wider field of asset management. Luxembourg's financial district was only a short train or car ride away. These investors tend to use the centre as a safe home for deposits and bearer bonds where their gains can accrue tax-free. Many are attracted by the fact that Luxembourg does not have a withholding tax on profits, unlike some of the rival offshore centres. Although drug-dealing and fraud are regarded as criminal activities in Luxembourg, tax evasion is not. Like the Swiss banks, those in Luxembourg do not see why they should act as policemen for the tax authorities, and this has undoubtedly contributed to its appeal for many years. Luxembourg originally developed as a centre specialising in currency investment: many of the investors from neighbouring countries are familiar with investing in a range of currencies and want advice on currency diversification: they want to know which particular currencies are offer-

## Barry Riley investigates the differences between two Channel Islands

# Aiming to be a stepping stone off Europe

Perched just off the coast of Normandy, Jersey is certainly well-positioned, and already plays host to a good range of international financial institutions

JERSEY, SAYS Mr Colin Powell, the island's economic adviser and top civil servant, is aiming to be "a stepping stone off Europe for people worldwide to use".

Already a substantial and comparatively sophisticated financial centre, but one geared in primarily to the UK and to British expatriates around the world, Jersey is hoping to broaden its appeal, so as to become "offshore Europe" rather than "offshore UK".

Perched just off the coast of Normandy the island is certainly well-positioned, and already plays host to a good range of international financial institutions. But perhaps it needs to improve its linguistic skills and become more accommodating to Continental practices before it can fully assume a multinational role.

Jersey's financial industry has been growing strongly for many years, although there is now a hint of a slowdown, as a reflection of the international economic recession.

Bank deposits of \$44.4bn at the end of 1990 (in some 80 licensed banking institutions) showed a rise of 54bn in the

year, a satisfactory figure, though indicating a deceleration compared with the much more buoyant conditions of the late 1980s.

Investment funds had a tough year, especially in the second half. From \$8.7bn at the end of June the total assets of funds registered in the island dropped to \$5.3bn in September, reflecting poor stock market conditions as well as a stagnation in the number of funds.

In the final quarter the total value edged up to \$5.6bn, however, and clearly will have surged forward in recent months in line with buoyant share prices worldwide.

It is in this offshore funds sector that Jersey has felt competition from the two "onshore/offshore" European Community centres in Luxembourg and Dublin. A few fund management groups have shifted funds to those locations, hoping to find it easier to market their investment products on the Continent. However, most of the fund groups have found their Luxembourg "umbrella" funds to be disappointingly slow sellers.

Jersey funds, in contrast,

can only be sold through normal retail channels in EC member states by means of bilateral agreements. Only one such agreement has been concluded with the UK, and about 25 funds out of 170-odd can be sold on the UK mainland.

An important business in Jersey, as in its rival Channel Island of Guernsey, is the management of offshore trusts. However, this received a sharp (though long expected) setback in the UK Budget on March 19 when UK taxes were slapped on new trusts set up by UK residents.

However, the Jersey view is that the damage will be small. "The loss of that business is marginal in its impact," claims Mr Powell. "The majority of trust management firms have non-UK related trust business anyway."

In fact, the government of

opened legal and regulatory framework offers considerable advantages compared with, say, the upstart centres of the Mediterranean. At the same time, the limited physical capacity of the island, with a population of some 86,000, which it is determined to restrain, has caused concern.

It is hard for new financial institutions to enter Jersey, although the government is anxious to deny suggestions that it is full up. The zero job growth policy is designed to reduce employment growth to nil by 1992, and yet Mr Powell insists that flexibility will be applied, and it is still possible for new companies to enter if they bring additional connections and skills to the island.

Public relations advisers have been hired to create a more positive marketing formula, and Jersey will soon publish a Strategic Policy Report setting out five-year objectives. But no great departures are expected: relationships with the UK and the Continent are already regarded as satisfactory, and as providing the basis for future growth.

The "offshore Europe" role could get a boost soon from a deal with Japan allowing Jersey funds to be sold to retail investors in Japan. Already a large volume of Japanese institutional investment money enters Europe through Jersey, where it is cushioned from the hazards of mainland taxation.

If Luxembourg and Dublin should ever lose their tax privileges, and succumb to the pressures for EC-wide investment income withholding taxes, the Channel Islands would be waiting to pick up large volumes of displaced financial business.



In Cyprus, 15 offshore banking units have now been established.

## Cyprus woos more Gulf investors

MORE than 600 offshore companies and firms have offices in Cyprus, by no means all of them in the financial services sector.

Those that arrive there find a banking system modelled on that of the UK and well-experienced in handling trade finance and investment. Exchange controls are light for foreign companies, though Cyprus residents are not allowed to hold foreign currency. Non-residents can hold Cyprus pounds and foreign currency accounts

with authorised banks. There are no controls over the transfer of funds to these accounts. Equity capital for foreign investors must come from abroad and the terms of foreign loans have to be approved by the Central Bank. Capital invested and gains from the disposal of shares can be freely remitted abroad. There is no ceiling on profit remittances or minimum period for disposing of investments.

Moves to encourage offshore financial investments

for the eastern Mediterranean and the Gulf have been under way for some years. To date, 15 offshore banking units have been established, entitled to tax customers' and other benefits.

One advantage enjoyed by Cyprus is the time zone with a "twilight" which fits neatly between the closing time of financial centres in east Asia and the opening time of those in the western hemisphere.

David Barchard

GUERNSEY

# Ahead in insurance

A LITTLE smaller than its neighbour Jersey, the other main Channel Island of Guernsey (population 60,000) has successfully cultivated an equally respectable image as a well-regulated UK offshore centre, and is now also seeking to develop its business with the Continent of Europe.

It has the same territorial status as Jersey - it is a British Crown possession rather than a part of the UK, and is for most practical purposes certainly in respect of financial services - outside the European Community.

But inevitably there is confusion about the two islands in the minds of many foreigners, and the debate in Guernsey is whether it should seek to differentiate itself from Jersey in some way, perhaps through a marketing campaign.

The Guernsey authorities have been pondering the merits of a recent report prepared by the London advertising and public relations agency Streets. For example, should the leaders of Guernsey's financial

community set out on a series of Continental road shows?

A recent slackening of the momentum of financial business expansion may be concentrating minds. The influx of new "managed" banks in the past 18 months has stopped for the moment, probably because in the face of the global recession banks around the world have shelved their expansion plans. Still, with 72 resident banking institutions Guernsey boasts bank deposits of \$14.9bn at the end of 1990, up nearly 52bn in the year.

As for investment funds, after a noticeably quiet winter, when the Gulf was choked off business, the rise in global stock markets appears to be producing a revival of activity. Some five new A class collective investment schemes are in the pipeline (A schemes are eligible for recognition by the Securities and Investments Board in the UK). At the end of December 1990 there were 166 authorised open-ended, 50 in class A and 116 in the offshore-only B class.

These open-ended funds had assets of \$3.07bn in aggregate last December, and there were also some 55 closed-ended schemes worth an additional \$1.3bn-plus. One area in which Guernsey is distinct from Jersey is offshore insurance. With some 190 captive insurance companies Guernsey is the European time zone market leader, albeit a long way behind Bermuda. However, Guernsey is under competitive pressure in captive

of Guernsey's offshore finance industry, perhaps by funding all or part of a marketing exercise.

But there are potential conflicts. Not only is it doubtful whether regulators should get mixed up in promotion, but the cost would presumably have to be met out of the fees charged to existing financial institutions. The latter might be happy to see this done to attract new business to the island, but less pleased if the emphasis were on bringing in new institutions which would increase competition for those already established.

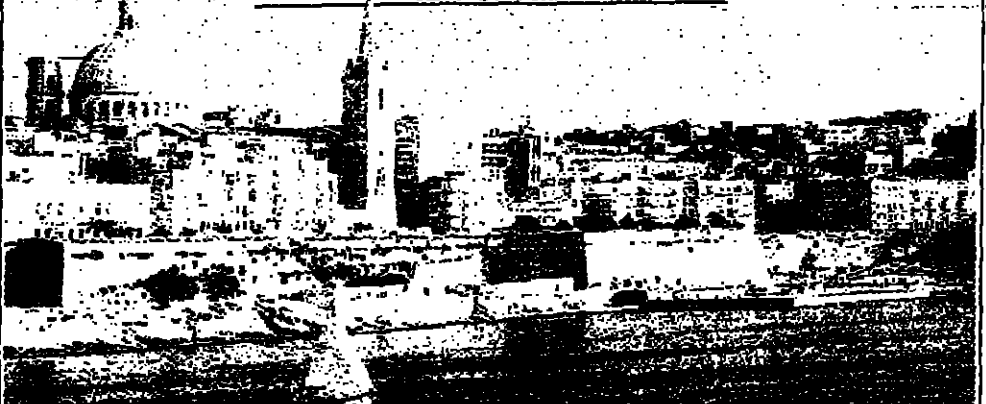
Still, Guernsey needs to address some of these issues if it is to make a serious impact in the European market place.

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## Guernsey aims in the longer-term to reduce its links with the UK

Insurance business at the moment from Dublin and the Isle of Man, and may need to respond by improving the incentives for new captives to set up in the island.

In offshore life business, Guernsey hopes to follow Jersey by enacting offshore personal pensions legislation, probably later this year, though there have been disappointing delays. Guernsey plans will be capable of origination by local life companies lacking insurance companies of its own. Jersey relies on plans marketed by mainland life companies through Jersey intermediaries.

The offshore trust sector was braced for a blow in the UK Budget in March and it duly fell. But Mr John Roper, director-general of the Financial Services Commission (FSC), tries to make the best of a bad job. He argues that existing trusts are unlikely to be repatriated to the UK, even if new business stops coming.

In any case, Guernsey's strategy is anyway to reduce the links with the UK. "This is a blessing in disguise because it will stimulate our industry to find new sources of business," he argues. Like his Jersey counterparts, Mr Roper is expecting a breakthrough after several years of negotiations with the Japanese Ministry of Finance over the eligibility of Channel Island investment funds for retail marketing in Japan. This could attract business which at present goes mostly through Luxembourg.

Over several years, largely to cope with the consequences of the UK's Financial Services Act 1986, Guernsey has built up a substantial regulatory body in the FSC, staffed at senior levels mainly by ex-Bank of England officials.

A point of debate now is whether the FSC should actually take part in the promotion

# 'Foreign presence without foreign tax'

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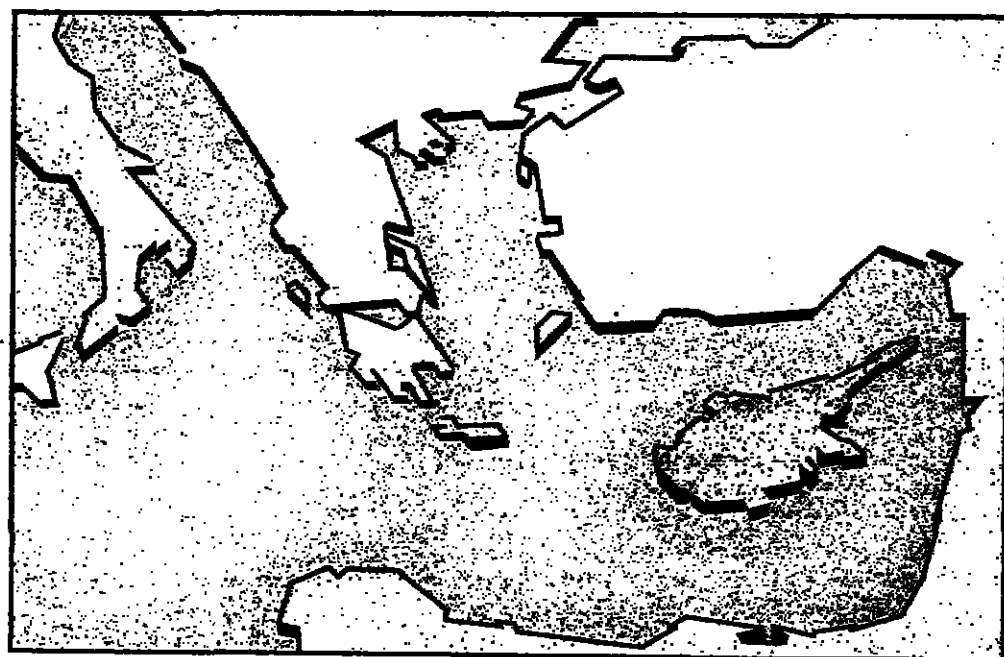


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